

2M 54-7

Reference

Mar 72

S/S Nov 76

FM 54-7

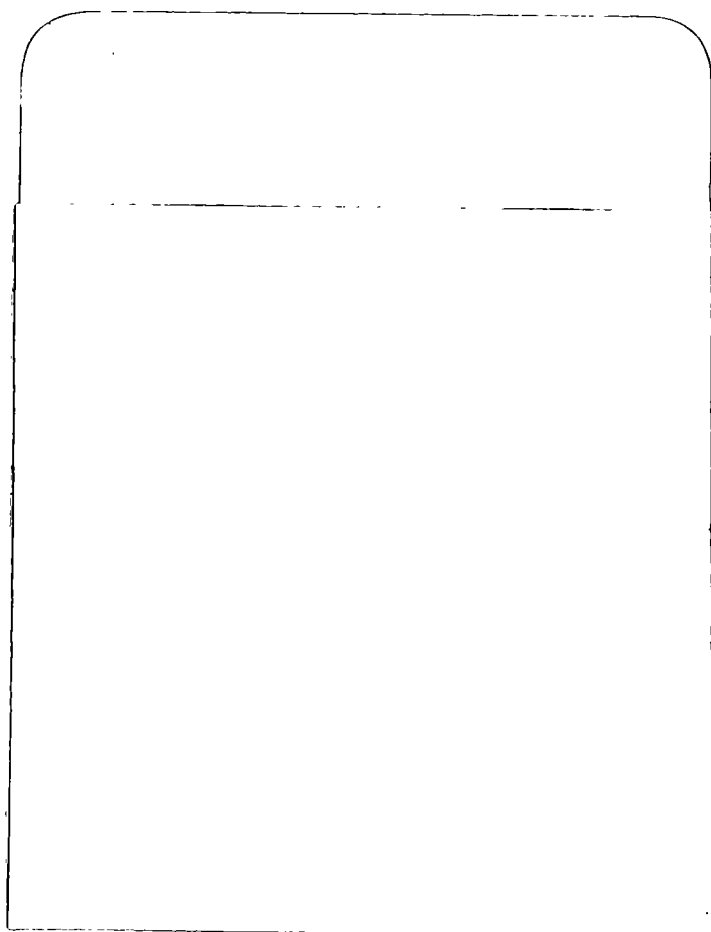
FIELD MANUAL

THE THEATER ARMY SUPPORT COMMAND

THE ARMY LIBRARY
WASHINGTON, D. C.

HEADQUARTERS, DEPARTMENT OF THE ARMY
MARCH 1972

114-17-015



FIELD MANUAL
No. 54-7

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 3 March 1972

THE THEATER ARMY SUPPORT COMMAND

	Paragraphs	Page
CHAPTER 1. INTRODUCTION	1-1, 1-2	1-1
2. THEATER ARMY COMMAND AND TERRITORIAL STRUCTURE		
Section I. Theater army command structure	2-1-2-11	2-1
Section II. Theater army territorial structure	2-12-2-14	2-4
CHAPTER 3. THEATER ARMY SUPPORT COMMAND		
Section I. General	3-1-3-3	3-1
Section II. Operations	3-4-3-22	3-3
CHAPTER 4. THEATER ARMY SUPPORT COMMAND HEADQUARTERS		
Section I. General	4-1-4-7	4-1
Section II. Staff functions	4-8-4-17	4-2
CHAPTER 5. MAJOR THEATER ARMY SUPPORT COMMAND FUNCTIONAL ORGANIZATIONS		
Section I. General	5-1, 5-2	5-1
Section II. Personnel command	5-3-5-8	5-1
Section III. Engineer command	5-9-5-14	5-4
Section IV. Transportation command	5-15-5-24	5-7
Section V. Medical command	5-25-5-34	5-11
Section VI. Materiel command	5-35-5-40	5-15
CHAPTER 6. THEATER ARMY AREA COMMAND		
Section I. General	6-1-6-3	6-1
Section II. Theater army area command headquarters	6-4-6-6	6-2
Section III. Headquarters support activities	6-7-6-12	6-6
Section IV. TAACOM subordinate units	6-13-6-15	6-9
CHAPTER 7. AREA SUPPORT GROUP		
Section I. General	7-1-7-4	7-1
Section II. ASGP headquarters	7-5-7-9	7-2
Section III. Personnel services	7-10, 7-11	7-5
Section IV. Maintenance services	7-12-7-14	7-6
Section V. Transportation services	7-15-7-17	7-8
Section VI. Supply and services	7-18-7-20	7-8
Section VII. Installation support	7-21-7-23	7-9
Section VIII. Military police support	7-24, 7-25	7-10
Section IX. Finance service organization	7-26, 7-27	7-10
Section X. Other support services	7-28-7-33	7-10
CHAPTER 8. MILITARY INTELLIGENCE GROUP, COUNTERINTELLIGENCE		
Section I. General	8-1, 8-2	8-1
Section II. Military intelligence detachment central records facility	8-3, 8-4	8-2
Section III. Military intelligence company, counterintelligence	8-5, 8-6	8-3
CHAPTER 9. MILITARY POLICE SUPPORT	9-1-9-9	9-1
10. CIVIL AFFAIRS SUPPORT	10-1-10-4	10-1
APPENDIX A. REFERENCES		A-1
B. TYPICAL TROOP LIST, THEATER ARMY SUPPORT COMMAND		B-1
INDEX		Index 1

*This manual supersedes FM 54-7, 13 September 1968, and FM 54-6, 29 May 1969.



10



11



CHAPTER 1

INTRODUCTION

1-1. Purpose and Scope

a. This manual describes the organization and operation of a theater army support command (TASCOM). It presents an overview of combat service support in the communications zone (COMMZ) by US Army forces assigned to the theater army. Related field manuals listed in appendix A provide more detailed information on specific operations and systems and on organizations at lower echelons.

b. This manual describes the TASCOM headquarters; major units employed with the headquarters; responsibilities peculiar to the headquarters; and special command relationships between theater army headquarters, TASCOM headquarters, and major subordinate headquarters (functional commands). The manual also describes the major subordinate organizations within TASCOM and the systems or methods through which they accomplish their assigned missions. The discussion of the functional commands in this manual is general. The reader should refer to supplemental manuals referenced throughout this text and listed in appendix A for details of operations regarding subordinate functional commands and related activities. In some instances, the organizational doctrine contained herein has not been fully implemented in tables of organization and equipment (TOE). A transition period will be required to incorporate the following major organizational changes into appropriate TOE:

(1) The establishment of the assistant chief of staff (ACofS), materiel. The ACofS, materiel, consolidates the functions of the ACofS, maintenance, and the ACofS, supply, and, at the same time, eliminates their functions, as appropriate.

(2) The establishment of the materiel management center (MMC). The MMC consolidates the functions of the maintenance management center and the inventory control center or stock control center, and, at the same time, eliminates their functions, as appropriate.

(3) The establishment of a logistic readiness officer reporting directly to the command group at the TASCOM, materiel command (MATCOM),

and theater army area command (TAACOM) on the logistic readiness of the command and the force supported.

c. The contents of this manual apply to—

(1) General war, to include consideration of the employment of and defense against nuclear and chemical weapons, and defense against biological agents and weapons.

(2) Limited war.

(3) Cold war, to include stability operations.

d. This manual supplements FM 5-162, FM 8-10, FM 29-6, FM 31-23, FM 31-85, FM 54-3, FM 100-10, and FM 100-15.

e. This manual is in consonance with international standardization agreements implemented in the basic manuals listed in *d* above and appendix A.

f. The combat service support doctrine presented in this manual requires the utilization of automatic data processing systems (ADPS) and associated communications equipment to permit its full application. These items were under development at publication time. Accordingly, for those tasks described in the manual to be performed using automated techniques, a transition period will exist during which current methods will be replaced as equipment becomes available.

1-2. Recommended Changes

Users of this manual are encouraged to submit recommendations to improve its clarity or accuracy. Comments should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons will be provided for each comment to insure understanding and complete evaluation. Comments should be prepared using DA Form 2028 (Recommended changes to Publications) and forwarded direct to the Commanding General, US Army Combat Developments Command Concepts and Force Design Group, Alexandria, Virginia 22314. To facilitate review and followup, originators of proposed changes that constitute a significant modification of approved Army doctrine may send an information copy, through command channels, to the Commanding General, US Army Combat Developments Command, Fort Belvoir, Virginia 22060.



10



11



CHAPTER 2

THEATER ARMY COMMAND AND TERRITORIAL STRUCTURE

Section I. THEATER ARMY COMMAND STRUCTURE

2-1. Theater of Operations

Within a theater of operations, US Army forces are employed under a unified command. The theater commander organizes the command and administrative structure of the unified command and exercises operational command of all assigned forces. Normally, this function of command is exercised through subordinate component commanders or subordinate unified or joint task force commanders, or directly through other subordinate major force commanders. The theater commander exercises directive authority within his command in the field of logistics.

2-2. Theater Army

a. The theater army commander is responsible for making recommendations to the theater commander on the proper employment of the theater army. He also is responsible for accomplishing such operational missions as may be assigned by the theater commander. Figure 2-1 depicts the basic elements of a typical theater army. The theater army commander's responsibilities include tactical operations, training, administration, combat service support, welfare, preparedness, and combat effectiveness of assigned Army forces and support of other forces, as directed. The theater army commander normally decentralizes combat and combat service support operations to his subordinate field army or armies and theater army support command (TASCOM) commanders. Geographic responsibility of the theater army commander is normally assigned to the field army and TASCOM commanders in accordance with unified or combined command operational arrangements.

b. Field armies and the TASCOM are on the same level under theater army. The commanders of both these organizations are assigned combat service support means required to perform their respective missions in the combat zone and the communications zone (COMMZ), subject to the policy guidance and directives of the theater army commander.

c. The theater army commander retains control of combat service support operations to insure uniformity of support in the combat zone and the COMMZ. He exercises control by establishing appropriate policies, assigning missions, allocating resources, and establishing priorities. Theater army headquarters normally delegates authority and assigns responsibility for conducting combat service support operations to the TASCOM and the field army. This includes the delegation of authority and assignment of responsibility to TASCOM for direct (throughput) shipments originating in continental United States (CONUS) or TASCOM area to users in the field army.

2-3. Field Army

The field army is the highest tactical command level having an organic capability to provide its own combat service support. The field army is located in the combat zone. It directs the combat operations of the assigned forces and provides the necessary combat support and combat service support. Field army consists of a headquarters; a field army support command (FASCOM), to which nondivisional combat service support troops are assigned; and a variable number of corps, divisions, and other combat and combat support units. FM 100-15 contains a detailed discussion of the field army. FM 54-3 contains a detailed discussion of the FASCOM.

2-4. TASCOM

TASCOM provides combat service support in the COMMZ to Army forces and to other designated forces and activities. Support provided includes general support (GS) to field army, direct support (DS) and GS to all forces in COMMZ, as directed, and rear area protection (RAP) responsibility and participation in stability operations within the COMMZ. In addition, the theater army commander assigns to TASCOM responsibility for area emergency warning in the COMMZ. TASCOM normally consists of six major subordinate commands: personnel com-

mand (PERSCOM), materiel command (MATCOM), engineer command (ENCOM), transportation command (TRANSCOM), medical command (MEDCOM), and the theater army area command (TAACOM)). The first five commands provide combat service support to the theater army and other forces and activities as the TASCOC directs. The sixth subordinate command, TAACOM, provides DS services (less medical, communications security (COMSEC), map supply, and ammunition) to the TASCOC, to units passing through or located in the COMMZ, and to such other forces and activities as the TASCOC commander directs. The TAACOM combat service support units are organized and oriented along lines of communication (LOC) to conform to the needs of the TASCOC subordinate commands that provide GS combat service support to the theater army. Chapters 3 through 6 contain discussions of TASCOC and its major subordinate commands.

2-5. U.S. Army Strategic Communications Command (Theater)

The United States Army Strategic Communications Command (USASTRATCOM) (theater) provides and operates the theater army communications system (TACS) under the operational control of the theater army commander. This system links the organic tactical communications systems of the major theater army maneuver force (army group, field army, independent corps, or division) to the theater army headquarters and the defense communications system (DCS). USASTRATCOM (theater) provides the link between DCS, COMMZ, and senior tactical maneuver force or field army communications systems to achieve an integrated worldwide communications system. In addition, it provides the theater commander with the command and control communications with which he can readily influence operations of theater air force, theater navy, theater army, and other major US or allied military elements directly subordinate to him. USASTRATCOM (theater) provides, on an attachment basis, the signal operation companies (large/medium/small headquarters), which operate the internal headquarters communications of selected combat service support organizations throughout COMMZ. Attachment orders normally provide for retention of operational control of these companies by USASTRATCOM (theater). USASTRATCOM (Theater) provides, on an attachment basis, the COMSEC logistic support in the theater of operations. FM 11-23 con-

tains details on COMSEC logistic support in the theater. The USASTRATCOM (theater) commander in the theater also serves as the communications-electronics (C-E) staff officer of the theater army. USASTRATCOM (theater) consists of a headquarters and a variable number of signal companies, battalions, and groups. The numbers and the types of units depend on the mission and the size of the theater of operations. FM 11-23 provides a discussion of the communications subsystems that USASTRATCOM (theater) establishes.

2-6. Air Defense Artillery Brigade

The air defense artillery brigade provides the Army component commander with a means of exercising command, less operational control in wartime, of all theater army air defense units not assigned or attached to field armies/army groups. Normally, the Air Force component commander is assigned operational command of the air defense artillery brigade. FM 44-1 contains a detailed discussion of the brigade.

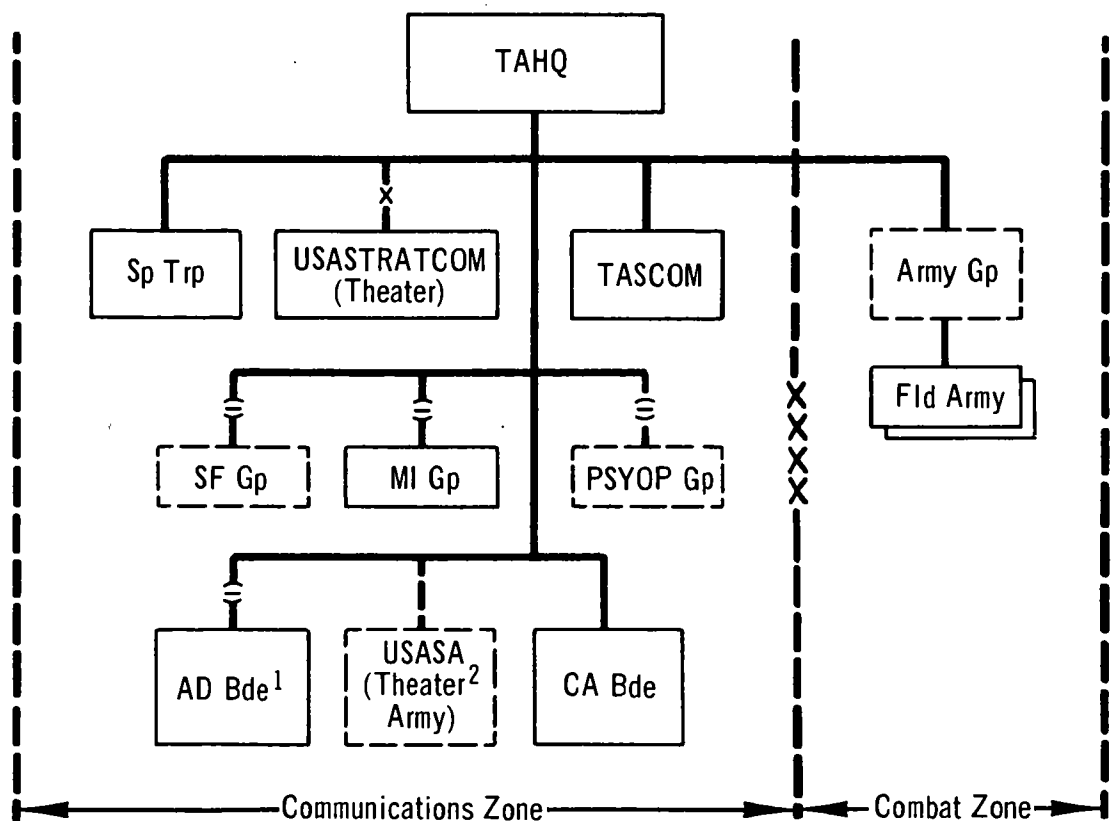
2-7. Military Intelligence Group, Theater Army

The military intelligence group, theater army, is organized as a major subordinate command of theater army. It operates in DS of headquarters, theater army, and in GS of the military intelligence battalion assigned to the field army and the military intelligence group, counterintelligence, assigned to the TAACOM of the TASCOC. It also assists in performing those intelligence activities for which the theater army headquarters retains centralized control. FM 30-9 provides additional information on the operation and employment of military intelligence organizations.

2-8. Civil Affairs Brigade

a. The theater army commander conducts civil affairs (CA) operations when and as directed by the theater commander. The theater army commander may be delegated CA authority for the COMMZ.

b. When the theater commander retains CA authority, he may establish a theater civil affairs command (TCAC) to formulate plans, procedures, and programs for CA operations in conformity with guidance of higher authority. Should the theater commander delegate CA authority to the theater army commander, the theater army commander may subdelegate this authority for the COMMZ and the combat zone to the TASCOC and field army commanders respec-



LEGEND

- As required.
- Command.
- X— Operational control.
- (1)— Command. During wartime, the commander of the unified or combined command normally exercises operational command.

¹May be designated as AD command.

²Provides support in accordance with AR 10-122.

Figure 2-1. Typical theater army structure.

tively. The TASCOM commander may subdelegate CA authority to the TAACOM commander.

c. The usual CA organization employed in the COMMZ is the CA brigade. Normally allocated on the basis of one per COMMZ, it is assigned attached to the theater army.

d. FM 41-10, FM 100-10, and FM 100-15 contain further information concerning CA organization and activities.

2-9. United States Army Security Agency (Theater)

The United States Army Security Agency

(USASA) (theater) is a major field command of the USASA commander which provides support to the theater army headquarters and subordinate elements thereof in the mission area fields prescribed in AR 10-122. The structure of USASA (theater) forces attached to theater army headquarters varies according to the size, mission, and support requirements of the theater army. In the typical theater army structure (fig 2-1), a subordinate USASA group normally is attached to each field army. Each corps within the field army is supported by a USASA battalion FM 32-10 provides detailed information on USASA operations.

2-10. Theater Army Reserve Forces

The theater army reserve forces consist of those combat units in the COMMZ designated as the theater army reserve forces.

2-11. Other Major Army Units Assigned or Attached to Theater Army

US Theater Army may include other specialized units as required, such as a special forces (SF) group and a psychological operations (PSYOP) group.

Section II. THEATER ARMY TERRITORIAL STRUCTURE

2-12. Theater (Area) of Operations

a. The theater commander maintains unity of command throughout the unified command. In times of emergency, the theater commander has directive authority within the theater for combat, combat support, and combat service support for accomplishment of his mission.

b. A theater of operations is normally divided into a combat zone and a COMMZ; however, the operational situation especially in limited and cold wars may not permit a clear delineation. The COMMZ is established when control of the theater base by the tactical commander becomes impracticable. FM 100-10 provides a detailed discussion of the territorial organization of a theater.

2-13. Combat Zone

The combat zone is that part of the theater of operations that the combat forces need to conduct operations. The combat zone includes the geographical area extending from the rear boundary of the field army into the enemy-controlled area. It may be divided for tactical control into a field army area, corps areas, and division areas as shown in figure 2-2.

2-14. COMMZ

COMMZ encompasses the rear area of the theater of operations (behind but contiguous to the combat zone), which contains the LOC established for supply and evacuation, and other agencies required for the immediate support and maintenance of the field forces. The COMMZ combat service support organization can shift its alignment to intensify support along the LOC of the decisive tactical action.

a. The COMMZ essentially is a region representing a time and distance void between the combat force and its sources of personnel and materiel replenishment. The TASCOM subordinate commands, (less the TAACOM) provide GS to the field army and, at the same time, GS to the TAACOM. Assignment of responsibility for most DS in the COMMZ to the TAACOM permits the other TASCOM subordinate commands to concentrate on support of combat operations. Thus, the TASCOM comprises parallel and mutually supporting organizations aligned along LOC leading to the combat zone.

b. Combat service support activities within the COMMZ are dispersed for passive chemical, biological, and radiological (CBR) defense and to

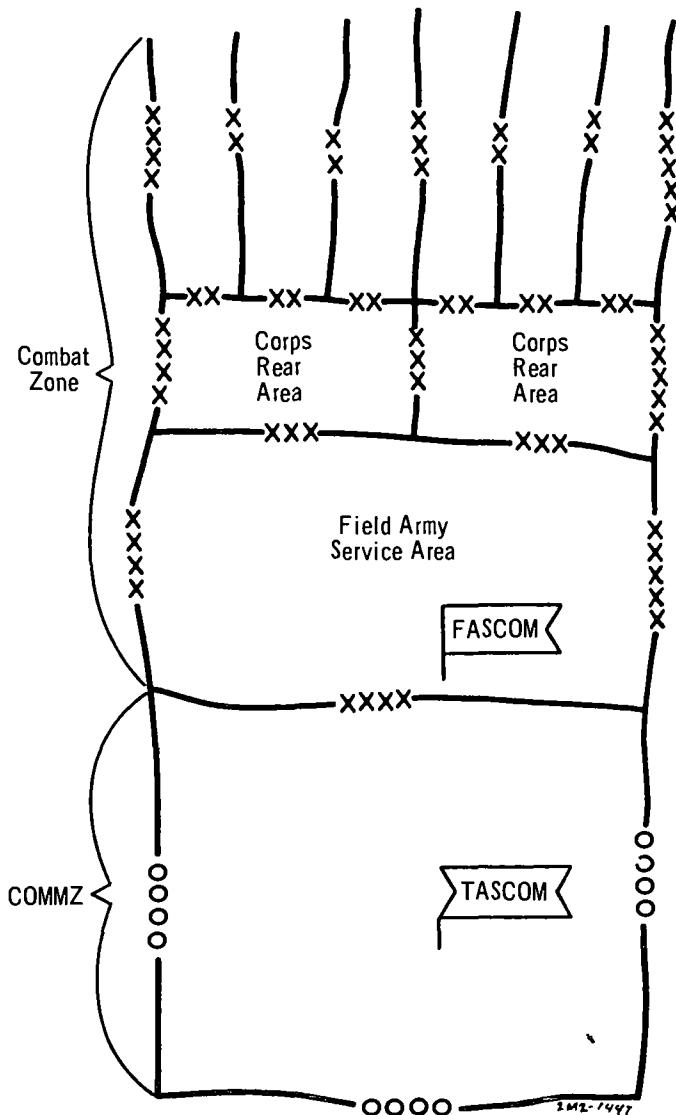
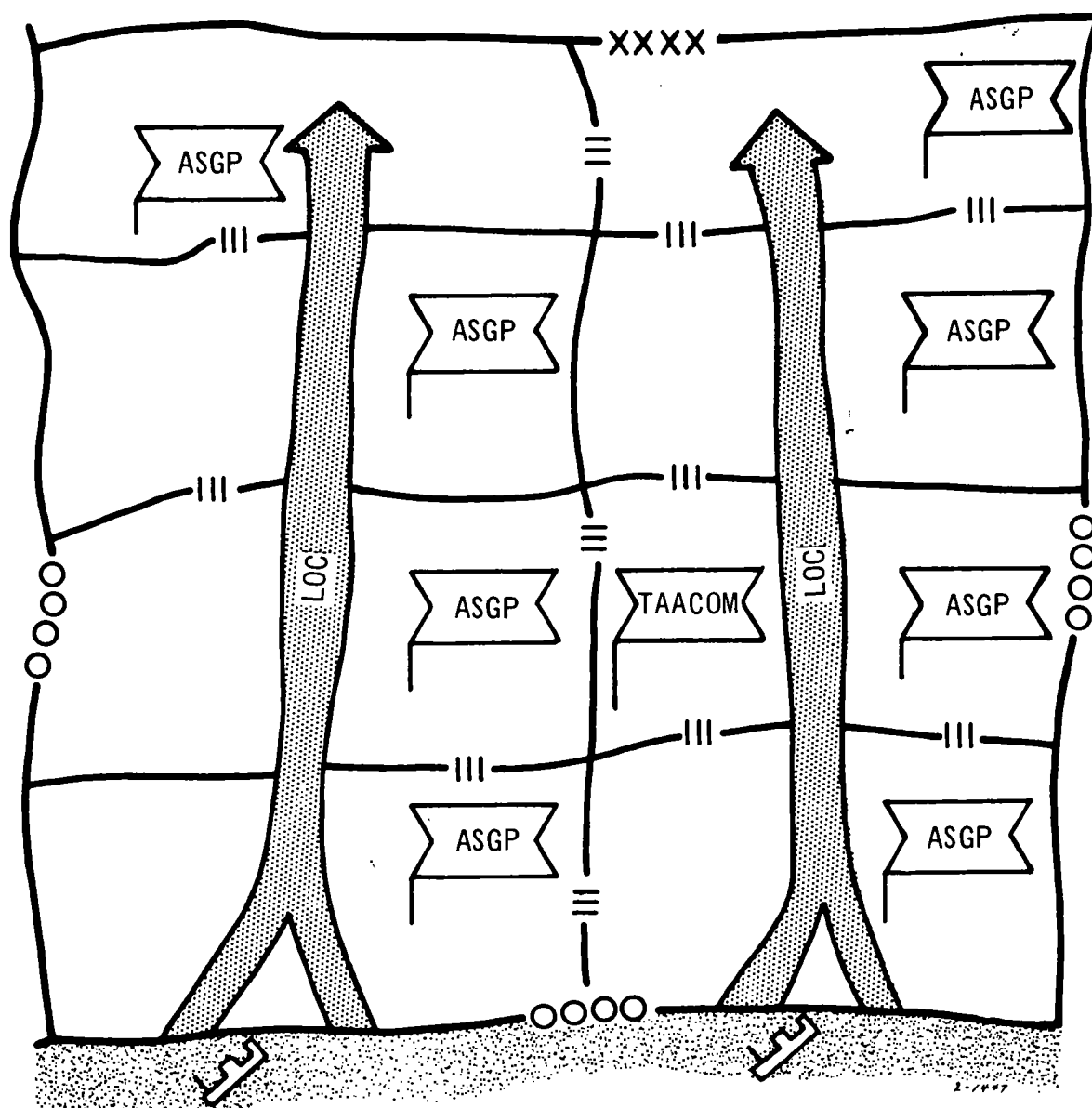


Figure 2-2. Territorial organization of a theater of operations.



NOTE: Units assigned and attached to TAACOM normally are located along the LOC's.

Figure 2-3. Typical territorial organizations, COMMZ.

take advantage of terrain and existing transportation nets. Operating units of the PERSCOM, MATCOM, ENCOM, TRANSCOM, and MEDCOM are generally located along the one or more

LOC passing through the COMMZ into the combat zone. The area support groups (ASGP) of the TAACOM are oriented along the same LOC's to provide area support (fig 2-3).



10



11



CHAPTER 3

THEATER ARMY SUPPORT COMMAND

Section I. GENERAL

3-1. Mission and Functions

a. Mission. The theater army support command (TASCOM) provides combat service support to Army forces in a theater of operations and to other designated forces. Support includes—

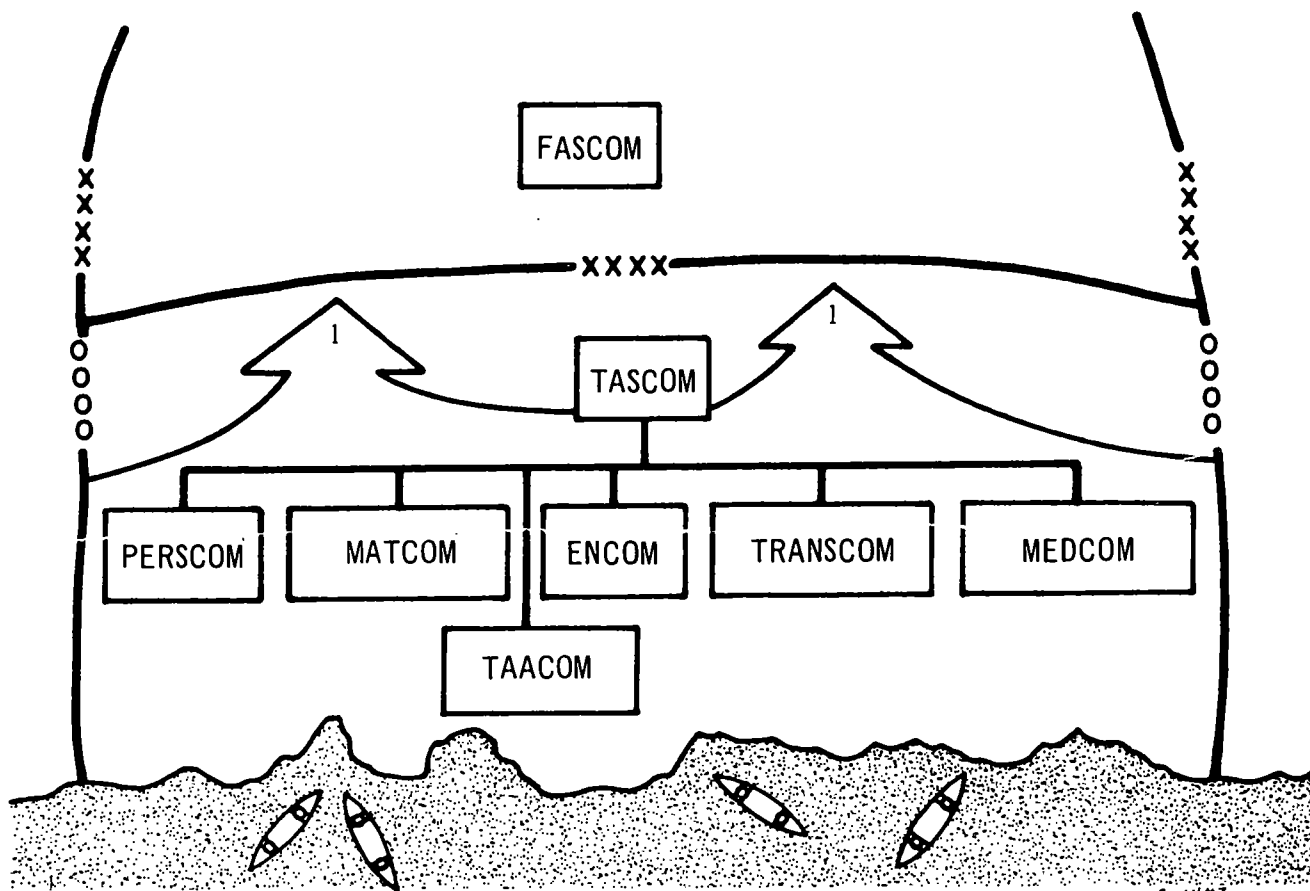
- (1) General support (GS) to the field army.
- (2) Direct support (DS) and GS in the communications zone (COMMZ).
- (3) Rear area protection (RAP) in a COMMZ. In addition, the theater army commander assigns to TASCOM responsibility for area emergency warning in the COMMZ.

b. Functions. Combat service support functions performed by TASCOM include assistance provided operating forces primarily in the fields of those services defined for combat service support in AR 310-25.

3-2. Organization

a. In addition to the organizations shown in figure 2-1, the TASCOM supports the following forces:

- (1) US Army elements of joint, unified, or combined headquarters and units as directed.



¹General support combat service support to the combat zone.

Figure 3-1. TASCOM.

(2) Other US Army units located in the COMMZ or passing through.

(3) Other US Services, US Government agencies, allied military forces, and civilian populations designated by the commander of the unified command or by the theater army commander.

b. TASCOM normally is organized with the following major subordinate commands (fig 3-1):

- (1) Personnel command (PERSCOM).
- (2) Materiel command (MATCOM).

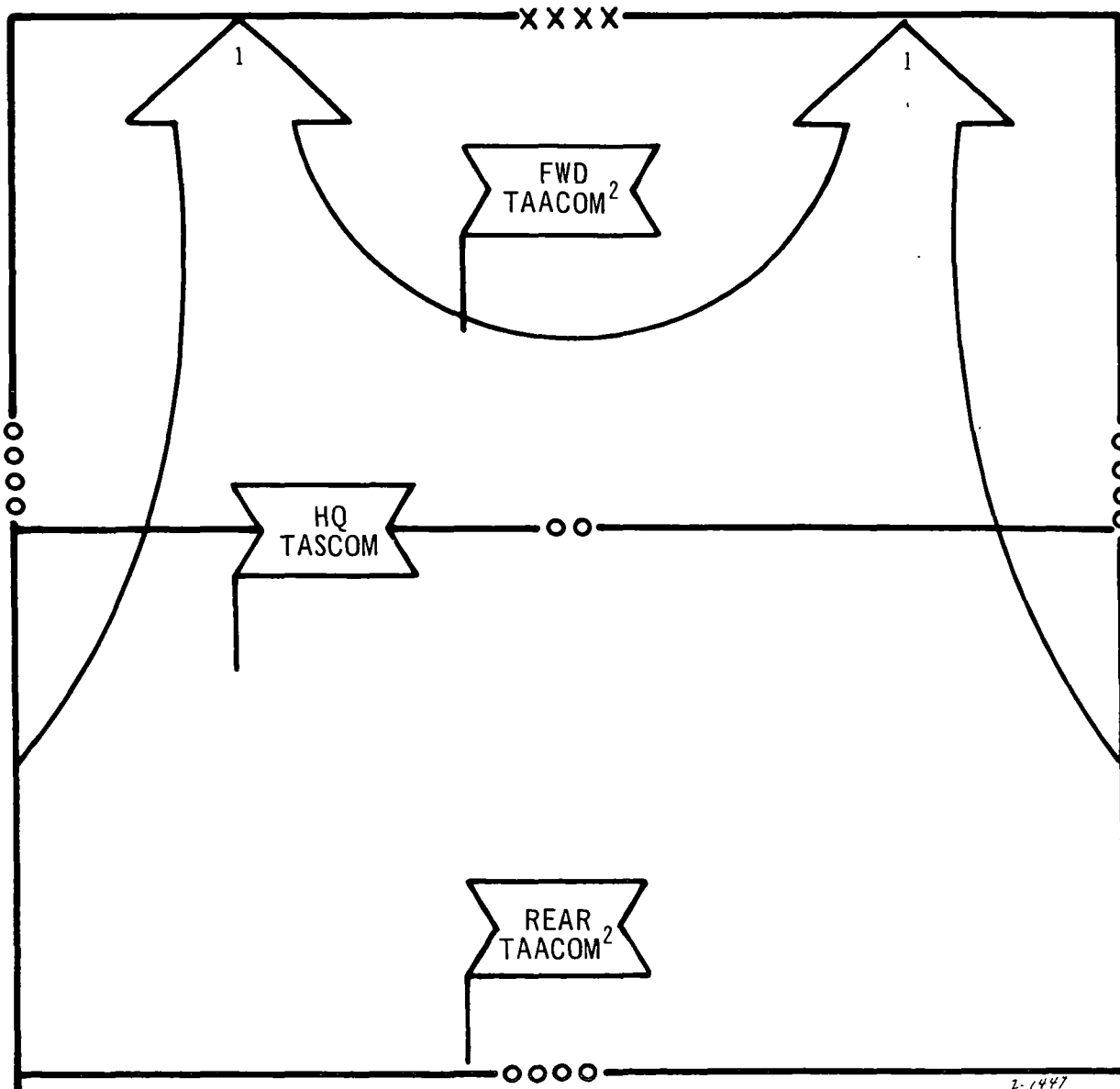
(3) Engineer command (ENCOM).

(4) Transportation command (TRANSCOM).

(5) Medical command (MEDCOM).

(6) Theater army area command (TAA-COM).

c. The TASCOM commander's area of responsibility includes the entire COMMZ. The TASCOM commander delegates the authority and assigns the area responsibility for the COMMZ to the TAACOM commander. The TAACOM com-



¹General support combat service support to the combat zone provided by the other TASCOM commands.

²Direct support to units within area of responsibility.

Figure 3-2. The COMMZ with two TAACOM under TASCOM.

mander further assigns area responsibility to his subordinate area support group (ASGP) commanders. The TASCOM organization is adaptable to any size theater. In a small theater, combat service support groups may constitute the TASCOM subordinate commands. As the theater expands, the subordinate commands enlarge; however, the basic organization of the subordinate commands remains unchanged. If the COMMZ is extremely large, the TASCOM commander may provide for two TAACOM (a forward and a rear) to carry out area responsibilities within their assigned portions of the COMMZ (fig 3-2).

3-3. Command Relationships

a. TASCOM With Theater Army Headquarters. TASCOM is a major subordinate command of theater army. The theater army commander provides mission orders, consistent with his command authority, to field army, TASCOM, and other theater army units for theater army activities, together with necessary policies, priorities, allocations, directives, and guidance to permit the major commands to execute assigned missions. Theater army headquarters provides procedures and guidance for the establishment of appropriate channels of communication between continental United States (CONUS) and TASCOM; between TASCOM and other Services, allied forces, and governments; and between TASCOM and field army. TASCOM headquarters communicates directly with CONUS agencies and the field army on operations within policies of theater army. The theater army commander may assign the TASCOM commander responsibility for preparing detailed combat service support plans, directives, and guidance influencing the theater army as a whole. On theater army approval, such plans, directives, and guidance are issued in the name of the theater army commander. The TASCOM commander, when delegated authority, may issue technical instructions to supported units of theater army and may conduct technical inspections thereof. He may further delegate authority to major subordinate commanders to issue these technical instructions and to perform inspection functions. FM 101-5 contains types of plans and orders.

b. With Field Army. Regardless of the support command structure within theater army, the TASCOM or other support organizations must receive and fill support requirements from the field army. Field army and TASCOM are on the same level under theater army. For routine operations, the field army support command (FASCOM) and TASCOM subordinate commands maintain continuous working relationships through liaison and technical channels.

c. With United States Army Strategic Communications Command. United States Army Strategic Communications Command (USASTRATCOM) (theater) provides a command communications subsystem, an area communications subsystem, and communications security (COMSEC) DS/GS logistic support facilities within the COMMZ. USASTRATCOM (theater) attaches signal operations companies (medium/small headquarters) to selected headquarters within TASCOM to operate the internal headquarters communication. TASCOM provides DS and GS combat service support to USASTRATCOM (theater) in accordance with the support agreement established between the USASTRATCOM commander and the theater army commander. TASCOM may be responsible, as the theater army commander directs, for the overall physical security of USASTRATCOM (theater) facilities although this does not relieve local USASTRATCOM (theater) installation commanders from the responsibility for providing their own security within their capabilities.

d. With Other Major Units. TASCOM, as directed by the theater army commander, provides combat service support to the air defense artillery brigade, civil affairs (CA) brigade, military intelligence group, theater army reserve forces, USASA units, other units, other Services, allied military forces, and local governments and populations.

e. With All Organizations Supported. The degree of authority that TASCOM exercises over other units in COMMZ in executing RAP activities, area emergency warning, and stability operations is as the theater army commander directs.

Section II. OPERATIONS

3-4. Commands

As shown in figure 3-1 above, the TASCOM, PERSCOM, MATCOM, ENCOM, TRANSCOM, and MEDCOM provide GS to forces both in the

combat zone and in the COMMZ. The MEDCOM also provides area medical support in the COMMZ. In addition, the MATCOM, TRANSCOM, and ENCOM provide DS ammunition,

transportation service, and map supply service respectively in the COMMZ. The sixth command, TAACOM, is established for command and control of the units that provide DS services (less medical, COMSEC, map supply, and ammunition), area emergency warning, and RAP in the COMMZ. When the TASCOM commander is delegated CA authority for the COMMZ, he will be provided appropriate CA units to perform the CA mission.

3-5. Major TASCOM Organizations

Chapters 5 and 6 and field manuals referenced therein contain descriptions of major TASCOM subordinate organizations.

3-6. TASCOM Troop Lists

Composition and troop lists of a "typical" TASCOM in support of an eight-division field army appear in appendix B. Troop lists for smaller or larger forces can be derived by the deletion or the addition of operational units with no changes in the command structure.

3-7. Communications System

a. In COMMZ, USASTRATCOM (theater), under the operational control of the theater army commander, installs, operates, and maintains the theater army communications system (TACS). TACS consists of two communications subsystems to support COMMZ headquarters, units, and installations: one command communications subsystem and one area communications subsystem.

(1) The command communications subsystem consists of direct multichannel communication links interconnecting the major headquarters of theater and theater army, including TASCOM. Other direct multichannel communication links that may be required between headquarters and installations that cannot be satisfied by the area communications subsystem are provided by tropospheric scatter (troposcatter), multichannel radio, and/or cable facilities. These facilities are engineered to handle all types of traffic on a 24-hour basis.

(2) The area communications subsystem of TACS satisfies the normal communication requirements of TASCOM and other theater army subordinate commands and their attached units. This system extends along the lines of communication (LOC) from the rear of the theater, through the COMMZ, and interconnects with the field army communications system in the combat zone. Local communication service includes mes-

senger and terminal facilities for telephone, teletype, data, and COMSEC. These capabilities may be organic to small units or provided by signal units of USASTRATCOM (theater) attached to TASCOM major subordinate headquarters to provide entrance into the area subsystem. Circuits within the area subsystem are generally provided on a common-user basis with sole-user circuits being provided when justified according to criteria that the theater army commander establishes; e.g. FASCOM materiel management center (MMC) to MATCOM MMC is a sole-user circuit.

b. TACS links the defense communications system and the COMMZ and senior tactical maneuver forces communications systems into a worldwide communications system.

c. FM 11-23, FM 11-24, FM 11-26, FM 11-27, FM 11-28, FM 11-29, and FM 101-10-2 contain detailed capabilities of signal units comprising the USASTRATCOM (theater). Chapter 6, paragraph 6-10, contains a discussion of a typical signal operations company, medium headquarters, in support of a TASCOM major subordinate command.

d. USASA (theater) provides COMSEC assistance for USASTRATCOM facilities operated in support of TASCOM and for communication facilities organic to the TASCOM.

3-8. Personnel and Administrative Support

The TASCOM PERSCOM provides personnel and administrative support to units in the theater. The PERSCOM personnel and administration center (PAC) is the control center that provides coordination with CONUS and control and management of theater army personnel and administrative services, based on Department of the Army and theater army policy and direction. Chapter 5, section II, and FM 29-6 contain further discussions of the personnel and administrative support that PERSCOM provides.

3-9. Supply System

a. The MATCOM MMC provides inventory management for all designated theater army stocks (less medical and COMSEC) in the COMMZ. To facilitate supply transactions and other actions, the MMC is connected electronically with CONUS commodity managers, the TRANSCOM movement control center (MCC), COMMZ depots, and the FASCOM MMC (fig 3-3).

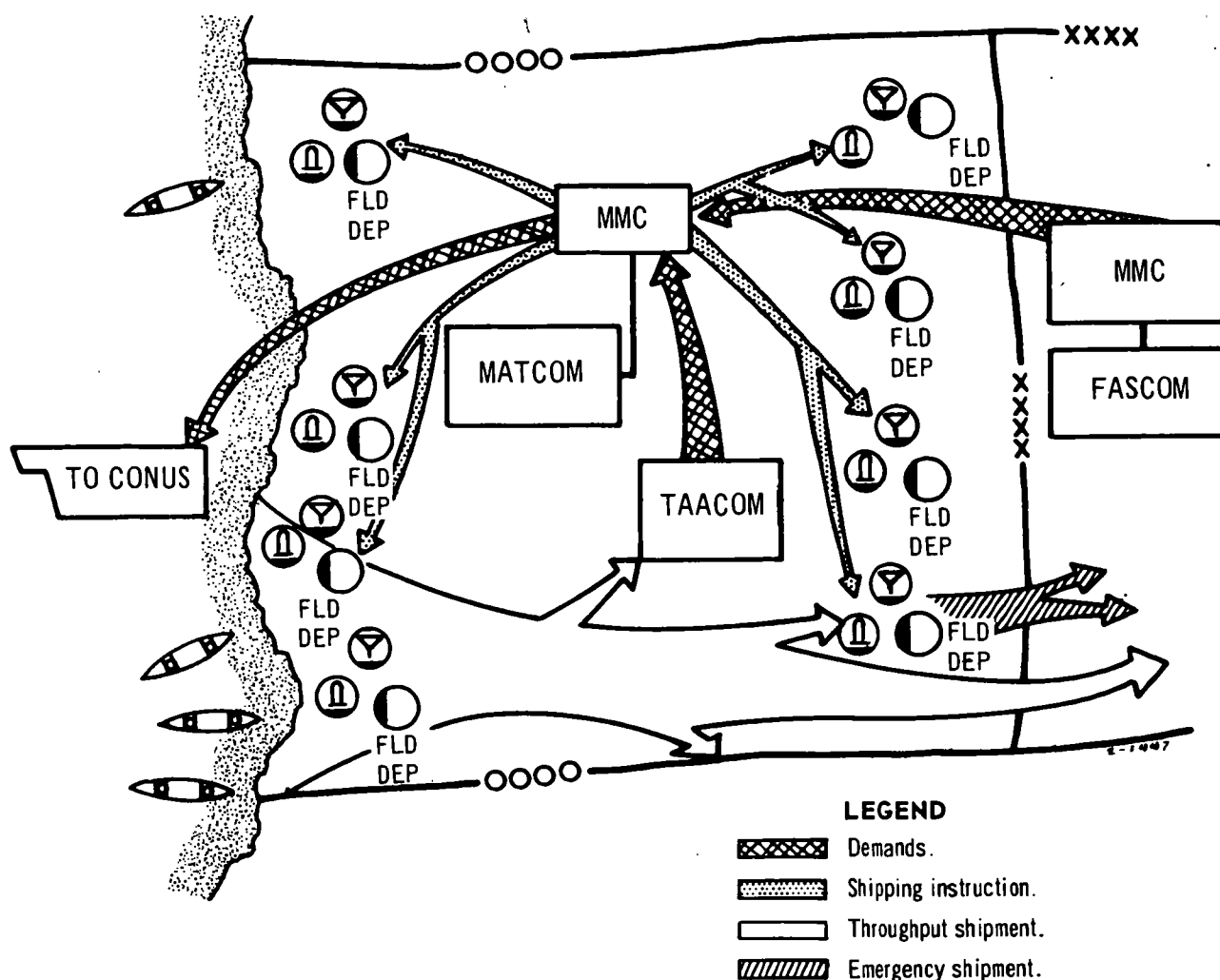


Figure 3-3. Supply flow schematic.

b. The supply system uses the 10 classes of supply, but it recognizes commodity groupings for control and management purposes. These commodity groupings (mobility equipment, petroleum, missiles, munitions, common materiel, tank-automotive, aviation, weapons, and electronic materiel) are the bases of commodity managers and the organization for the MMC; the structure of the MATCOM assistant chief of staff (ACofS), materiel section; and the operating supply, service, and maintenance units of the MATCOM. Medical and COMSEC materiel are excluded from MATCOM responsibility and are provided by the MEDCOM and the attached USASTRATCOM (theater) COMSEC logistic support facility (CLSF) respectively. Similarly, water and map supply services are provided by the ENCOM.

c. The movement of materiel into and within

the theater of operations emphasizes throughput distribution making maximum use of containerized shipments as far forward as possible. When containers are employed, CONUS depots ship full container loads directly to the aerial or marine terminal for transshipment to the overseas destination. Less than container loads are forwarded to a designated theater-oriented CONUS depot complex where containers are filled and shipped. When possible, containers are forwarded directly to the direct support unit (DSU) level with a minimum of intermediate handling. Containers forwarded to DSU must be of a size and weight that are within the DSU's materials handling equipment and storage capabilities. Containers used for supply shipments will be used to the maximum possible for retrograde cargo movements.

d. Chapter 5, section VI, and FM 54-5-1 con-

tain a more detailed discussion of MATCOM. FM 100-10 provides a discussion of super high-dollar-value items.

3-10. Maintenance System

a. DS maintenance and repair parts support (less medical) are provided primarily on an area support basis by maintenance units assigned to the ASGP of the TAACOM. Specialized DS maintenance units or elements may be organic or attached to provide DS maintenance to other TASCOM or theater army major subordinate commands on a sole-user basis, as required. DS maintenance so provided includes DS maintenance elements organic to certain engineer, signal construction operations, transportation rail and terminal operations, and air defense artillery battalions. Chapter 7, section IV, and FM 29-20 and FM 29-23 provide more detailed discussions of DS maintenance in the COMMZ.

b. The primary function of the TASCOM GS maintenance system is to repair unserviceable materiel for return to the TASCOM GS supply system, to perform GS level modifications on supply stocks, and to repair identified direct exchange (DX) items in support of DS maintenance. The field depots and the ammunition group of the MATCOM perform these functions. The medical depot of the MEDCOM has the responsibility for performing GS maintenance support of medical equipment. MATCOM assigns GS maintenance units to field depots and the ammunition group, as required, to provide GS maintenance for unserviceable materiel evacuated by TAACOM and FASCOM maintenance units. Rail and marine GS maintenance units may be attached to the senior transportation rail and terminal command headquarters for operational control since such units are single function commodity-oriented. The MATCOM MMC provides routine management of maintenance operations and also serves as the theater-level MMC to support TASCOM headquarters requirements. The MMC coordinates with CONUS agencies as required. FM 29-20 covers maintenance management in the theater of operations in detail. FM 29-24 covers operations of GS maintenance support units.

3-11. Ammunition Service

The MATCOM provides ammunition service support in the COMMZ by establishing ammunition supply depots. Each depot usually contains a conventional ammunition activity and a special

weapons company, and it may include a guided missile GS company or other missile maintenance activities. Ammunition depots are located in both the forward and the rear areas of the COMMZ with a minimum of one forward and one rear depot per corps supported. These depots support ammunition supply points in the combat zone and using units located in their areas of responsibility within the COMMZ. Forward depots primarily provide combat-essential reserve stocks. Forward depots also serve as a means to disperse stocks within the COMMZ, and they provide a source for the combat zone when shipments cannot be made from rear depots. Normally located just to the rear of the combat zone along main supply routes, forward depots move as necessary to be positioned to provide support as the field army moves forward. Rear depots that are also located along main supply routes, but to the rear of the COMMZ near ports, are larger and more static installations. Rear depots contain the bulk of TASCOM ammunition stocks. FM 9-6 provides a discussion of ammunition service in theaters of operations.

3-12. Chemical, Biological, and Radiological Combat Service Support

The chemical, biological, and radiological (CBR) combat service support that TASCOM provides to Army forces in a theater of operations and to other forces, as designated, includes clothing impregnation or reimpregnation, CBR decontamination, and CBR laboratory services. The TASCOM MATCOM provides CBR supply and maintenance support. The general chemical laboratory is normally assigned to theater army headquarters, under the operational control of TASCOM headquarters. The general chemical laboratory provides laboratory support on a theater-wide basis. It provides this support not only to Army forces, but also to other US Armed Forces including the Air Force, Navy, and Marine Corps in accordance with AR 1-35. The general chemical laboratory may be attached to a TASCOM subordinate command for administrative and logistic support. FM 3-1 provides a detailed discussion of CBR combat service support.

3-13. Management

TASCOM headquarters is not normally involved in the day-to-day, routine management of the varied services that its subordinate commands provide. The major TASCOM subordinate commands with control centers, technical or commod-

ity-oriented personnel, and automatic data processing (ADP) facilities perform the complete operational mission, including operational planning and management, implementation, evaluation, and summary reporting to TASCOM headquarters for COMMZ application. TASCOM headquarters functions principally on summary management reports and information provided by subordinate commands. Summary reporting is also furnished to the theater army staff and to other major theater army subordinate commanders based on theater army policy and guidance. These summary reports and ADP printouts indicate trends or situations that require TASCOM headquarters to intervene directly to insure efficient, timely, and economic combat service support—management by exception.

3-14. Combat Service Support ADP System

The combat service support ADP system is used for efficient processing, storing, retrieving, and reporting of information necessary to all commanders. The ADP system uses uniform Army-wide programs and procedures to provide standardized inputs and outputs with procedures compatible throughout the theater of operations and with the CONUS base data systems. The automated system supports the principle of managing by exception. The system provides summary data and eliminates duplication of data maintained at interested higher and lower echelons. TASCOM control centers—PAC, MMC, and MCC—are located at designated subordinate commands and are provided ADP support by the automated data processing centers (ADPC) assigned these commands.

3-15. Transportation Service

Transportation service in the theater includes—

- a. Staff transportation assistance to TASCOM ACofS, movements.
- b. Movement control activities.
- c. Highway traffic regulations.
- d. Air, motor, rail, and water (to include inland waterway) transport services to include operation of associated terminal and LOC facilities required to meet intrazonal and interzonal movements.
- e. Ocean and inland transportation terminal services.
- f. Coordinated use of US Air Force and US Navy transport capability allocated for Army use

and Army transportation in support of Air Force and Navy requirements.

g. Coordinated use of national or local transportation capability allocated for Army use.

h. Coordination of transportation requirements with host or allied nations, as required.

i. Coordination with the MATCOM MMC for allocation of transport capabilities. Chapter 5, section IV, and FM 55-1 discuss missions and operations of the TRANSCOM.

3-16. Engineer Services

The ENCOM performs new construction, rehabilitation, and major facilities maintenance projects throughout the COMMZ and in the rear areas of the combat zone by utilization of organic engineer units and, when designated, by contract. The ENCOM also provides base topographic support to the entire theater. ADP support for construction design, scheduling, and supply requisitioning is furnished by the TAACOM ADPC. Chapter 5, section III, and FM 5-162 contain discussions of engineer services in more detail.

3-17. Military Intelligence Support

a. The military intelligence group, theater army, provides intelligence support that is beyond the organic capabilities of TASCOM headquarters and its subordinate commands. TASCOM subordinate commands retain intelligence responsibilities and resources essential to their missions.

b. The military intelligence group, counterintelligence, assigned to the TAACOM provides military intelligence specialist support for the security of US Army personnel and installations and other designated agencies and installations within the TASCOM area. FM 30-9 contains more detailed discussions of military intelligence units.

c. USASA (theater) support of TAACOM operations is provided as arranged by theater army headquarters. These arrangements normally include COMSEC support and limited participation in RAP operations.

3-18. Medical Support

The MEDCOM consists of a headquarters and headquarters company and health service units and detachments concerned with command and control, evacuation, hospitalization, preventive medicine, laboratory service, dental service, vet-

erinary service, medical supply and maintenance, and such other specialized units required to perform the mission. Chapter 5, section V, and FM 8-10 contain more detailed discussions of the MEDCOM.

3-19. COMSEC Logistic Support

a. Organizational elements for providing COMSEC logistic support in a theater of operations are the theater COMSEC logistic support center (TCLSC), the COMSEC logistic support center (CLSC), and the COMSEC logistic support unit (CLSU).

b. The TCLSC is the principal COMSEC logistic support facility in the theater. The TCLSC is an element of the USASTRATCOM (theater) and, as such, is responsive to the Army component commander through the USASTRATCOM (theater) commander.

c. The COMSEC CLSC provides COMSEC logistic support to a field army, or equivalent force, and other activities as directed; e.g., other Services, the State Department, and allied commands. The CLSC is responsive to the field army commander through the field army communications-electronics (C-E) staff officer and is under the technical direction of the TCLSC.

d. The CLSU in a typical field army is an organic element of the CLSC on the basis of two per corps. It provides DS and GS and has a mobile maintenance capability. The CLSU may be established to meet variations in the typical theater or field army. It can be an organic element of a TCLSC or a separate unit for support on a geographical area basis. In the latter case, the CLSU may be an element of a USASTRATCOM subordinate command but under the technical direction of the TCLSC.

3-20. Stability Operations

a. All forces assigned to the theater army are potential stability operation forces. The TASCOM commander receives specific missions in support of stability operations from the theater army commander or other higher authority. TASCOM organizations and units have a collective capability for performing in-country surveys and planning for advising, training, and supervising host country forces in the performance of the combat service support aspects of internal defense and internal development programs. Subordinate TASCOM elements provide combat service support to stability operations in accordance with TASCOM policy. This support is provided through the area coordination centers, which are

combined civil-military headquarters at regional, provincial, district, and local levels (hamlet and village).

b. Inasmuch as stability operations are undertaken in an environment in which the host country sovereignty must be respected, the activities of the TASCOM are constrained in use of real estate, acquisition of support areas, use of civilian labor, and development of overall security. Sharing facilities and extending combat service support to other US agencies and to allied forces are additional considerations for the TASCOM. Economic development programs for the region may compete with military support needs in the allocation of port space and similar public facilities. Finally, humanitarian considerations may require diversion of some military resources to support communities and groups suffering from the general privation of war.

c. FM 100-20 provides discussion on internal defense and internal development. FM 31-23 provides a detailed discussion of stability operations.

3-21. CA Support

a. CA authority may be delegated to subordinate commands within the COMMZ and CA units attached to them for operational control when deemed appropriate by the senior army commander.

b. In the combat zone, CA units should be assigned to the highest tactical command and attached to subordinate commands for operational control.

c. CA units should be structured to conduct operations in support of a specific echelon of command or at a specific level of government, under specific environmental conditions.

3-22. RAP

RAP includes all the area commander's actions to prevent or neutralize localized enemy threats to units, activities, and installations in the rear area (rear area security) and those preventive and control measures that he takes to reduce the effects of such an attack or of a natural disaster on combat service support operations (area damage control). These actions and their political considerations represent an added major concern of the TASCOM commander in the COMMZ. RAP includes police, military, psychological, and sociological measures taken to prevent or reduce the effect of hostile actions. The area commander executes RAP functions through the use of a rear area operations center (RAOC) in the ASGP. FM 31-85 provides a detailed discussion of RAP.

CHAPTER 4

THEATER ARMY SUPPORT COMMAND HEADQUARTERS

Section I. GENERAL

4-1. Mission and Functions

a. Mission. Theater army support command (TASCOM) headquarters plans and directs the provision of combat service support, through its subordinate operating commands, to Army forces in a theater of operations and to other designated forces. TASCOM headquarters directs and provides supervision of rear area protection (RAP), area emergency warning, and participation in stability operations in the communications zone (COMMZ). It provides advice and planning assistance to the theater army commander on combat service support activities.

b. Functions. TASCOM headquarters—

(1) Commands and controls assigned and attached units.

(2) Develops and provides broad policies and planning guidance.

(3) Develops and recommends priorities and allocations in coordination with tactical headquarters of the theater.

(4) Coordinates and exercises broad management over combat service support activities of its subordinate commands.

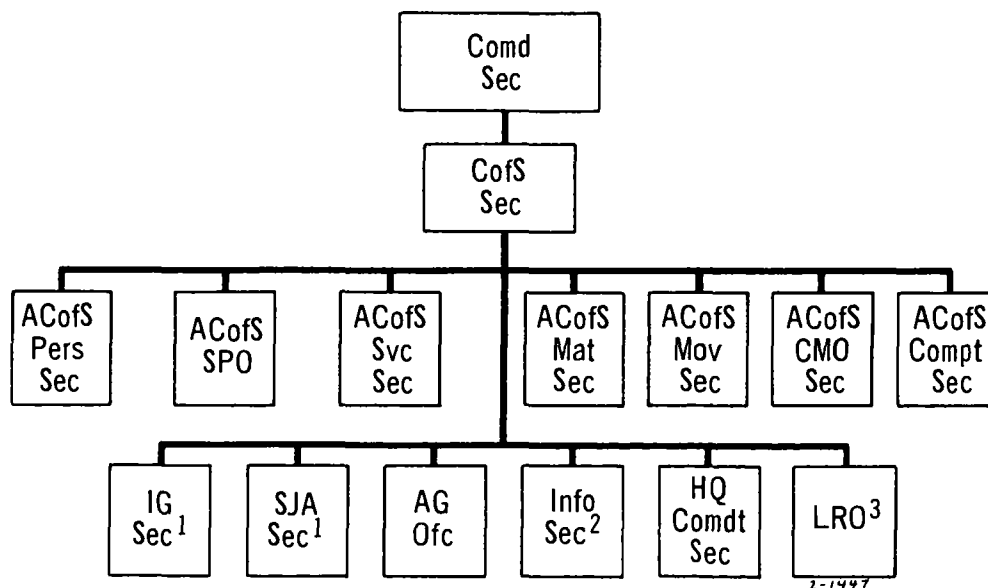
(5) Provides advice and planning assistance to the theater army commander on combat service support activities.

4-2. Organization

Figure 4-1 shows the organization of TASCOM headquarters (TOE 54-302).

4-3. Command Relationships

The TASCOM, a major subordinate element of the theater army, is coequal with other theater



¹Also a member of the commander's personal staff.

²Direct access to the commander, as personal staff officer, as required.

³Logistic readiness office.

Figure 4-1. TASCOM HQ.

army major elements. The TASCOM accomplishes its combat service support mission through subordinate commands in the COMMZ. These missions include general support (GS) to the field army, direct support (DS) and GS in the COMMZ, and territorial responsibility for the COMMZ.

a. With Higher Headquarters. Normal staff relationships exist between the coordinating staff sections of TASCOM headquarters and general staff counterparts at theater army headquarters. A more detailed discussion of TASCOM headquarters and theater army headquarters is provided in paragraph 3-3a.

b. With Other Theater Army Units. Discussion of these command relationships is provided in paragraph 3-3a through *e*.

c. With Subordinate Commands. The staff of TASCOM headquarters is a coordinating staff. It provides guidance to subordinate commands through command channels. It has direct liaison on technical matters with staff counterparts of the subordinate commands. The TASCOM headquarters staff manages by exception on the basis of information provided by the control centers of the subordinate commands. The TASCOM accomplishes its mission through centralized control of decentralized operations. Command relationships between TASCOM headquarters and specific subordinate commands are discussed below.

4-4. Normal Assignment

A theater army normally is assigned one TASCOM headquarters.

4-5. Capabilities

TASCOM headquarters (fig 4-1) can determine requirements for and provide designated combat service support, through its subordinate commands in COMMZ, to a theater of operations for one or more field armies and supporting forces.

4-6. Support Requirements

TASCOM headquarters depends on service support units within the COMMZ for logistic DS services and on attached units for communication and military police service.

4-7. Operational Concepts

The TASCOM commander plans and executes missions that the theater army commander assigns. His staff develops and provides overall plans, policies, priorities, and allocations to the subordinate operating commands and coordinates their activities. TASCOM headquarters does not become involved in day-to-day or detailed operations, planning, implementation, or management except as required to implement the TASCOM commander's mission. It functions principally as a system that manages by exception on the basis of summary management reports and information from subordinate commands. Most of these reports are recurring and special reports compiled by computer operations. TASCOM headquarters normally delegates detailed implementation of the plans and policies of theater army headquarters to subordinate operating commands. There are few commodity managers, specialist, and technical personnel at TASCOM headquarters. The subordinate commands contain the control centers, technical or commodity specialist personnel, and automatic data processing (ADP) facilities to perform the complete operational mission, including operational planning, implementing, evaluating, and summary reporting. Personnel who comprise the TASCOM headquarters staff are oriented primarily toward broad functional areas of interest rather than along technical or commodity-oriented lines. Representation on joint theater boards and committees is normally provided by subordinate commands.

Section II. STAFF FUNCTIONS

4-8. Command and Personal Staff Elements

The staff organization for the TASCOM headquarters is shown in figure 4-1 above. The command section includes a deputy commander. Personal staff members may be any individual so designated by the commander for those particular times and actions that he desires or requires. The inspector general (IG) and the staff judge advocate (SJA) are members of the commander's personal staff. Generally these sections are super-

vised by the chief of staff, and the diagrams throughout this manual depict this relationship. The logistic readiness officer (LRO) is supervised by the deputy commander. Responsibility for operational readiness is as addressed in the following paragraph. The commander may delegate to his deputy the supervision and direction of any aspect of the command's readiness posture. FM 101-5 provides a discussion of the functions of the information officer (IO), IG, and SJA.

4-9. Logistic Readiness Officer

Reporting directly to the deputy commander, the LRO serves as the focal point for active technical supervision for logistic readiness within the TASCOM and the supported force. He coordinates information, advice, assistance, liaison, guidance, training, instructions, directives, and inspections related to logistic readiness. He also arranges for or provides personnel to perform as logistic readiness expeditors to assist in overcoming temporary logistic readiness problems, particularly problems concerned with the logistic readiness of the supported force. In all logistic readiness actions, the LRO coordinates closely with the other elements of the staff, particularly with the assistant chief of staff (ACofS), materiel. LRO also are found in the materiel command (MATCOM), theater army area command (TAA-COM), area support groups (ASGP), and field army support command (FASCOM). Chapter 6, section III, and AR 11-14 contain further discussions of the LRO.

4-10. Chief of Staff

The chief of staff coordinates and supervises the staff. He directs staff activities and frees the commander from routine details so the commander can devote himself to problems worthy of his attention. The chief of staff performs those specific functions indicated in FM 101-5.

4-11. ACofS, Personnel

The ACofS, personnel—

a. Develops personnel policies to include promotions, appointments, demotions, classification, assignments and reassignments, decorations, awards, separations and rotations, and administrative policies to include forms management, records disposition, reproduction control, and publications control.

b. Maintains continuous personnel loss estimates and obtains from the personnel and administration center (PAC), personnel command (PERSCOM), summarized personnel information for TASCOM headquarters to use in preparing support plans. He recommends individual replacement allocations and priorities for troops in TASCOM.

c. Reviews, analyzes, and evaluates personnel aspects of operational and logistic readiness actions.

d. Exercises coordinating staff responsibility for postal and special services activities.

e. Exercises general staff supervision over the headquarters adjutant general's office.

f. Exercises coordinating staff responsibility in the areas of discipline, law and order; enemy prisoners of war and civilian internees; criminal investigation; and confinement and rehabilitation.

g. Coordinates and provides planning guidance policies and priorities, as appropriate, for medical, chaplain, and labor services.

4-12. ACofS, Comptroller

a. The comptroller, as a member of the general staff, assists the commander and staff by exercising his responsibilities as the command's principal staff officer in matters pertaining to the acquisition and utilization of resources and the overall management of the command. Functional areas summarized below are described in more detail in FM 101-5 and FM 14-3.

b. The ACofS, comptroller—

(1) Obtains, administratively controls, and accounts for the funds with which the command's resources are acquired.

(2) Assists in the overall management of men, money, and materiel resources and facilities of the command.

(3) Performs, reviews, and analyzes systems, procedures, and nontactical organization performance to effect management improvement.

(4) Collects and processes management information for use in the decision-making process within the command.

(5) Serves as the management consultant of the command.

(6) Exercises staff supervision over the finance support network and related accounting functions of the command, resolves technical finance matters, and develops plans, policies, and programs for coordinated finance activities.

4-13. ACofS, Civil-Military Operations

The ACofS, civil-military operations (CMO)—

a. Serves as principal assistant to the commander on the civil population, its government, economy, institutions, and CMO programs and requirements in the TASCOM area of operations.

b. Coordinates with other staff sections the CMO portion of TASCOM support plans that involve political, economic, sociological, and psychological matters within the command and between the military and civilian officials of the local government.

c. Provides for continual analysis of economic conditions in the area of operations and institutes controls to prevent the deterioration of economic resources from interfering with military objectives.

d. Supervises and insures that relationships between civil and military authorities are in consonance with treaties, agreements, international law, US policy, and guidance from higher headquarters.

e. Advises the commander, staff, and other commands on the status and activities of civilian organizations and population groups in the area and delineates the impact of military operations on the population and its economy.

f. Negotiates and coordinates with counterpart agencies, individuals, and organizations of the indigenous government and US and allied agencies, in joint or parallel functions.

g. Develops policies and planning guidance and establishes priorities for CMO activities.

h. Prepares broad planning guidance and policies for CMO, reviews CMO plans, and coordinates CMO activities within the area of operations to include planning for the inherent CMO capabilities of all US Army units and supervising the exploitation thereof.

i. Reviews, analyzes, and evaluates CMO aspects of operational and logistic readiness actions.

j. Assumes the following additional functions when a CA organization is assigned or attached for operational control to TASCOT:

(1) Establishes requirements for civilian resources to support the military force; advises on their use; and reviews requirements for assistance to the civilian population from military sources for the minimum essentials of food, clothing, shelter, and health services (in coordination with the ACofS, personnel, and the ACofS, materiel).

(2) Establishes the requirements for indigenous labor (in coordination with ACofS, personnel) and materiel resources (in coordination with the ACofS, services) in support of military forces in the COMMZ, and evaluates and coordinates the efforts of military use of local labor and resources on the civilian economy.

(3) When directed by the appropriate authority, coordinates emergency civilian assistance to reduce unrest.

(4) Prepares plans for, recommends proce-

dures, and coordinates the control and care of refugees, evacuees, and displaced persons.

k. Coordinates with the ACofS, security, plans, and operations (SPO), on the overall intelligence activities involving methods and techniques of civilian interrogation, use of indigenous or US interrogators, and counterintelligence operations and its effects on the civil-military relationships of the command. This function assumes particular importance in stability operations. FM 41-10 and FM 101-5 contain detailed discussions of the duties and responsibilities of ACofS, CMO.

4-14. ACofS, Security, Plans, and Operations The ACofS, SPO—

a. Prepares broad planning guidance, policies, and programs for command organizations, operations, communications, and functions.

b. Develops and maintains the troop basis.

c. Prepares, authenticates, and publishes command operation orders.

d. Develops policies and guidance for the command and evaluates training therein.

e. In coordination with those staff officers concerned with operational and logistic readiness, reviews, analyzes, and evaluates the operational readiness of the command.

f. Coordinates displacements of subordinate commands and assignment of facilities.

g. Develops and recommends, in coordination with the TAACOM ACofS, SPO; and the commanding officer, military intelligence group, counterintelligence; broad plans and policies for the security of the personnel and installations in the TASCOT area, to include counterespionage, countersubversion, and countersabotage operations.

h. Recommends signal security policy and supervises communications security (COMSEC) and electronic counter-countermeasures (ECCM) training of all communication personnel.

i. Has staff responsibility for the preparation of electronic warfare (EW) plans and annexes and coordinates EW support of operations.

j. Develops policies and reviews plans for physical security and RAP in the COMMZ.

k. Develops plans and requirements for terrain studies, mapping, charting, and allied topographic fields.

l. Coordinates and processes requests for intelligence needed by TASCOM headquarters elements and its subordinate commands, disseminates intelligence information, and establishes collection requirements in the command.

m. Coordinates the collection and distribution of weather data.

n. Coordinates signal support requirements with supporting signal organizations.

o. Exercises operational control of the general chemical laboratory when delegated authority.

p. Performs chemical, biological, and radiological (CBR) duties and responsibilities as outlined in FM 3-1.

q. Exercises staff supervision for theater-wide army explosive ordnance disposal (EOD) service. He develops policies and plans for the EOD program and coordinates this program with Air Force, Marine Corps, and Navy commands. FM 9-14 and FM 9-15 provide additional details.

4-15. ACofS, Services

The ACofS, services—

a. Prepares broad planning guidance and policies and reviews plans. He coordinates requirements and combat service support activities in construction, topography, real property maintenance activities, post exchange, graves registration operations, food service, laundry, bath, clothing exchange and renovation, and decontamination and clothing impregnation.

b. Prepares guidance for the service portion of theater army support plans; base development plans, including construction and installation support; and the TASCOM troop basis for future operations.

c. Develops and recommends priorities, in conjunction with other general staff sections, for the services provided.

d. Reviews, analyzes, and evaluates the service aspects of operational and logistic readiness actions.

e. Develops long-range plans for services and engineer support, including requirements for combat service support troops within primary areas of interest. He also prepares long-range plans for development and use of both civilian and military resources and for their incorporation into the theater army support system. He coordinates the use of civilian resources with the

ACofS, CMO.

f. Develops plans and guidance for designated services for Air Force, Navy, and allied elements.

4-16. ACofS, Materiel

The ACofS, materiel—

a. Develops policies, plans, procedures, and programs for materiel management and operations.

b. Prepares and reviews guidance for the supply and maintenance portion of theater army support plans, base development plans, and troop basis for future operations.

c. Supervises the materiel management center (MMC) when it functions directly under TASCOM control.

d. Develops supply and maintenance requirements.

e. Recommends policies, priorities, allocations, and criteria for controlled items.

f. Develops policies, plans, and procedures for the establishment and maintenance of supply levels and stockage lists in accordance with existing directives.

g. Exercises staff supervision over materiel operations within the command.

h. Exercises technical supervision on materiel matters within the TASCOM, and applicable to the supported force when and as directed by the theater army; coordinates with the LRO in exercising this technical supervision.

i. Coordinates with the LRO on matters related to logistic readiness of the TASCOM and the supported force.

j. Insures that adequate technical channels of supervision and communication are established within the TASCOM and applicable to the supported force in accordance with policies of the theater army.

k. Insures cross-leveling of supplies and maintenance resources within the TASCOM.

l. Develops policies and procedures related to materiel management information, to include The Army Maintenance Management System (TAMMS).

m. Develops policies, plans, and procedures for maintenance support operations and for the collection and evacuation of materiel.

n. Develops policies, plans, and procedures for

procurement and property disposal in accordance with policies of theater army.

o. Coordinates with the ACofS, movements, concerning movements requirements and policies.

p. Reviews supply and maintenance activities on the basis of summary management reports (computer printouts) to evaluate efficiency of materiel functions and to insure that plans and policies are adequate.

q. Recommends standards for supply and maintenance inspections.

r. Coordinates with the ACofS, SPO, recommendations concerning the troop basis, employment, and location of supply and maintenance units.

s. Coordinates with the ACofS, services, regarding facilities requirements for supply and maintenance units.

t. In coordination with the ACofS, movements, monitors the direct supply support system (DSS).

4-17. ACofS, Movements

The ACofS, movements—

a. Prepares broad planning guidance and policies for transportation, reviews completed transportation plans, and coordinates transportation activities of the command. These activities include movement control; highway traffic regulation; motor, rail, air, and water transport; and ocean and inland terminal services. He reviews completed plans and coordinates the transportation activities of the command.

b. Prepares guidance for the transportation portion of the theater army support plans, base

development plans, troop basis for future operations, and RAP plans.

c. Prepares broad planning guidance and policies for traffic control and reviews completed plans with military police for traffic control in the command.

d. Recommends allocation and use of theater army transportation resources.

e. Reviews, analyzes, and evaluates the transportation aspects of operational and logistic readiness actions.

f. In coordination with the ACofS, materiel, monitors the movement aspects of the DSS.

g. Coordinates with ACofS, materiel, to insure maximum utilization of containers for retrograde and close loop items.

h. Coordinates and provides liaison with US Air Force and Navy for the use of allocated transport and for Army transportation support of the other Services.

i. Prepares broad policies and guidance in close coordination with ACofS, CMO, for the acquisition and use of transportation resources of the host country and allied nations.

j. Develops long-range plans for transportation service, support of troops, and development and use of resources, both military and civilian, and their incorporation into the theater army support system.

k. Prepares and recommends policies for controlling, regulating, and expediting the movement of military-owned and military-leased containers within the theater.

l. Manages the employment of contractual container services within the theater.

CHAPTER 5

MAJOR THEATER ARMY SUPPORT COMMAND FUNCTIONAL ORGANIZATIONS

Section I. GENERAL

5-1. Subordinate Commands

Theater army support command (TASCOM) headquarters accomplishes its mission through centralized control of decentralized operations of its subordinate commands. These commands are self-sufficient, having the resources to perform their assigned missions. TASCOM subordinate commands are shown in figure 3-1. The personnel, materiel, engineer, transportation, and medical commands provide general support (GS) combat service support to the field army. These commands also provide GS in the communications zone (COMMZ) and to the sixth TASCOM command—the theater army area command (TAACOM). The TAACOM provides direct support

(DS) combat service support to forces in the COMMZ (less medical, communications security (COMSEC), map supply, and ammunition) and is delegated the responsibility for rear area protection (RAP) and area emergency warning in the COMMZ.

5-2. Special Missions

The TASCOM commander may direct subordinate commands to support other operational missions such as marshaling an airborne division in the COMMZ. He also may direct subordinate commands to participate in stability operations through local US military/host country area coordination centers.

Section II. PERSONNEL COMMAND

5-3. Mission and Functions

a. Mission. The personnel command (PERSCOM) directs, coordinates, and provides GS personnel, administrative, morale (chaplain, postal, and special services), internment (enemy prisoner of war and civilian internee), and graves registration service to the theater.

b. Functions. The PERSCOM—

(1) Provides administrative and personnel services to the theater.

(2) Prepares and disseminates all personnel, administrative, internment, custodial, and morale services reports, information, and data on an as-required or established basis to higher, lateral, and subordinate headquarters.

(3) Receives, evacuates, processes, and interns enemy prisoners of war and civilian internees for the theater.

(4) Operates stockades and rehabilitation training centers.

(5) Operates branch prisoner of war/civilian internee information center.

(6) Provides graves registration services (GS) to the theater.

(7) Establishes special services recreational and leave centers for theater.

(8) Processes bulk mail for the theater.

(9) Executes the theater army commander's policy on the allocation and distribution of replacements. This command exercises assignment jurisdiction over replacements pending arrival at parent unit of assignment at which time control is transferred to the appropriate commander.

(10) Provides certain chaplain GS services to the theater.

(11) Establishes chaplain retreat centers for the theater.

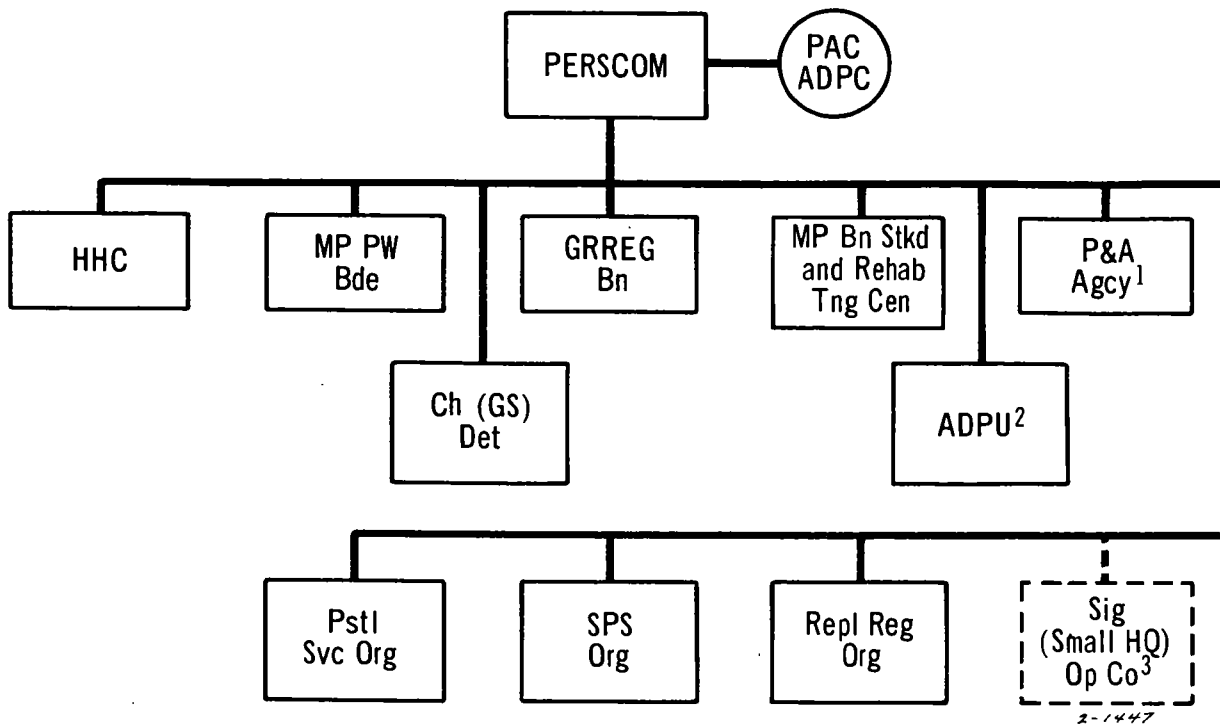
(12) Provides automatic data processing (ADP) facilities for the PERSCOM and for the medical regulating and patient accounting/reporting functions of the medical command (MEDCOM).

5-4. Organization

The PERSCOM consists of a headquarters and headquarters company (HHC), headquarters support activities, and subordinate units (fig 5-1) as follows:

a. HHC, PERSCOM.

b. Headquarters support activities that include—

**LEGEND**

----- Attached as required.

¹Provides pers to operate the PAC.

²Provides equipment and pers to operate the ADPC in support of the PAC.

³Attached less operational control.

Figure 5-1. PERSCOM.

(1) A personnel and administration center (PAC).

(2) An automatic data processing center (ADPC).

(3) A signal operations company (small headquarters) (attached, less operational control).

c. Major subordinate units that may include—

(1) A military police prisoner of war brigade.

(2) A graves registration battalion.

(3) A postal service organization.

(4) A replacement regulating organization.

(5) A special services organization.

(6) A personnel and administration agency.

(7) A chaplain GS detachment.

(8) Military police stockade and rehabilitation training battalion.

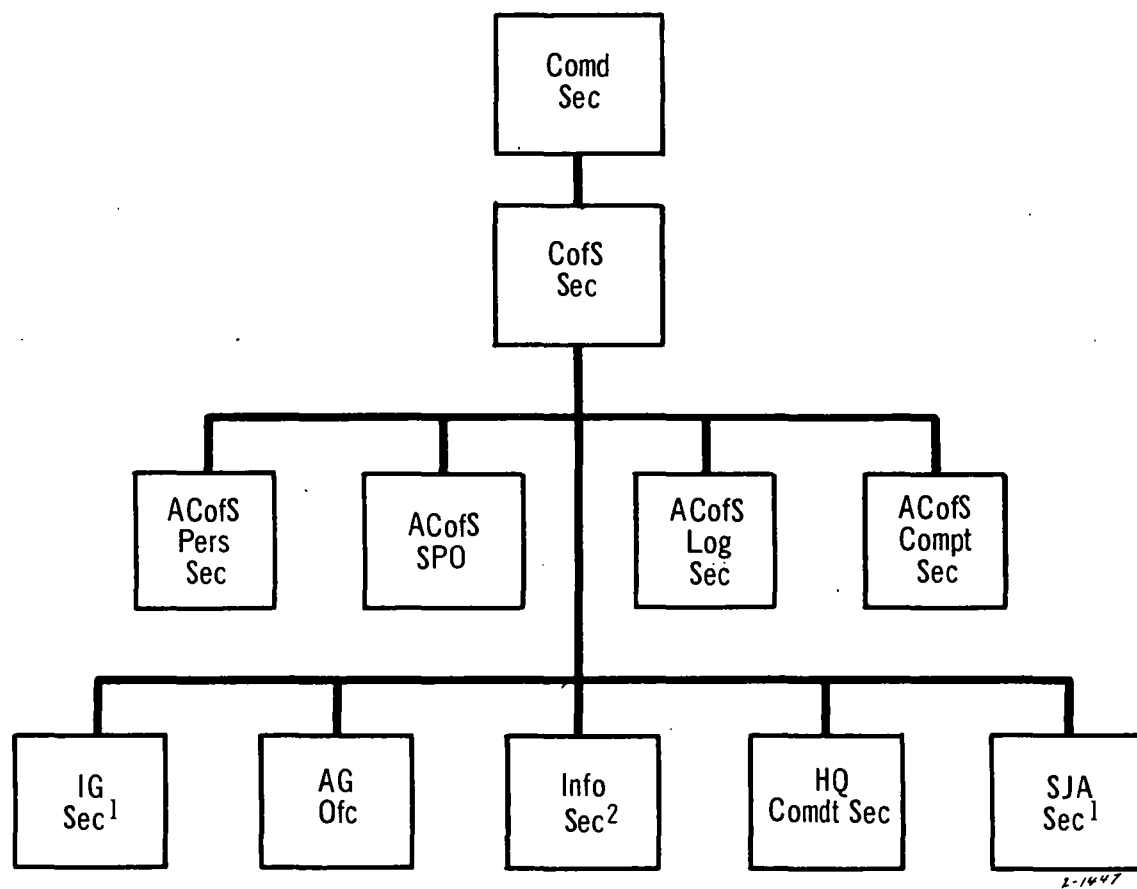
(9) An automatic data processing unit (ADPU).

5-5. Command Relationships

The PERSCOM, a major subordinate command of TASCOT, is coequal with the other TASCOT major commands. The PERSCOM accomplishes its mission through subordinate units and their subordinate elements, such as military police guard companies, graves registration companies, chaplain teams, mail processing teams, and replacement regulating detachments. Additionally, the PERSCOM controls the PAC, which is the apex of the theater army personnel and administration system.

a. *With Higher Headquarters.* TASCOT headquarters provides the PERSCOM with policy direction; broad guidance on personnel, administration, military police, and graves registration planning. The PERSCOM, through its PAC, submits and receives theater army reports directly to or from theater army, Department of the Army, and continental United States (CONUS) activities.

b. *With Other TASCOT Commands and Field*



¹Also a member of the commander's personal staff.

²Direct access to the commander, as personal staff officer, as required.

Figure 5-2. PERSCOM HQ.

Army Support Command. PERSCOM maintains close coordination and liaison with the other TASCOM subordinate commands. It further maintains close coordination and liaison with the TAACOM and field army support command (FASCOM) in the areas of mutual interest pertaining to graves registration services, evacuation of enemy prisoners and civilian internees, detainees from the FASCOM to the COMMZ, and replacement personnel activities. The PAC furnishes ADP support for the medical regulating and patient accounting/reporting functions of the TASCOM MEDCOM.

5-6. Operations

a. The PERSCOM commander reports directly to the TASCOM commander and operates under general staff supervision of the assistant chief of staff (ACofS), personnel. Subordinate units are organized on a function basis in accordance with the mission of the command. The command is the administrative apex of the theater army for all administrative actions. All ADP actions and re-

ports that pertain to personnel and administration are contained in the PAC as are certain theater army functions such as personnel management and records management. Representing the theater apex of various functional areas, the command operates on maximum delegation of authority from the theater army and the TASCOM commander.

b. The HHC, PERSCOM (TOE 29-111) (fig 5-2 above), provides command and control for units assigned to PERSCOM. The unit is assigned to the PERSCOM on a basis of one per TASCOM. The headquarters can direct personnel, administrative, custodial, internment, and graves registration GS services for a theater of operations. FM 29-6 provides the basic reference and detailed discussion of the PERSCOM.

c. The PAC, using the assigned ADP facilities, controls and operates the theater army GS administrative services, personnel management and replacement regulating services, graves registration and cemetery activities, and overall adminis-

trative statistical accounting, based on the Department of the Army and theater army policies and directives. It also provides ADP support to the branch prisoner of war/civilian internee information center, the comptroller section, and MEDCOM. The PAC is a control center of the PERSCOM and is under the supervision of the PERSCOM ACofS, personnel. The PERSCOM commander may delegate operational control of the personnel and administration agency to the ACofS, personnel.

d. The personnel and administration agency provides the operational element of the PAC for GS personnel and administrative services to the theater.

e. The chaplain GS detachment provides a central point of contact for chaplain GS activities in theater army. The detachment establishes chaplain support activities, such as religious retreat centers and lay leadership training programs, and provides the chaplain with professional and technical training and other assistance as detailed in FM 16-5.

f. The military police prisoner of war brigade provides for evacuation, processing, security, and administration of enemy prisoners of war and civilian internees; reporting, accounting for, and maintaining official individual personnel records for enemy prisoners of war and civilian internees.

g. The military police battalion, stockade and rehabilitation training center, provides and operates theater facilities for the confinement and rehabilitation of approximately 1,000 military prisoners.

h. The graves registration battalion maintains status data on burial and recovery of the dead

and missing, establishes and maintains cemeteries for US personnel, operates the theater army personal effects depots, is responsible for field army temporary cemeteries when the field army is displaced forward, and operates the program for return of remains from the theater.

i. The postal service organization processes bulk mail within the military mail system.

j. The special services organization provides leave and recreation centers and rest areas within the theater.

k. The replacement regulating organization provides control, messing, encampment, and accounting for theater army replacements and rotatees.

5-7. Stability Operations Requirements

PERSCOM units and agencies provide a wide range of advisory assistance to host country efforts in the areas of administration, legal, religious, and financial assistance. Military police units assist host country security forces in both tactical and nontactical operations. In stability operations, police operations can be expanded to include populace relocation, screening, identification, and registration; enforcement of curfew; operation of patrols and checkpoints; and investigation of crime in coordination with ACofS, civil-military operations (CMO), TAACOM. FM 31-23 contains a discussion of stability operations.

5-8. RAP

Units of the PERSCOM provide a RAP potential to the TAACOM area support group (ASGP) rear area operations center (RAOC). Paragraph 3-21 and FM 31-85 contain further discussions of RAP.

Section III. ENGINEER COMMAND

5-9. Mission and Functions

a. *Mission.* The engineer command (ENCOM) provides general troop and contractual construction support to the Army and other Services and allies within the COMMZ and to the field army on a task basis when required. It also provides base topographic and real property maintenance activities (RPMA) support throughout the theater.

b. *Functions.* The ENCOM—

(1) Commands and controls assigned or attached engineer units performing construction and topographic support missions.

(2) Plans, designs, and supervises the con-

struction or major rehabilitation of ports, roads, railroads, inland waterways, depots, hospitals, troop camps, enemy prisoner of war civilian internee compounds, administrative facilities, bulk petroleum distribution and storage facilities, and training facilities.

(3) Plans, designs, and supervises the construction of missile sites, air defense emplacements, protective shelters, field defenses, and other works supporting COMMZ air defense and land security.

(4) Plans, designs, and supervises the construction or rehabilitation of Army and Air

Force airfields and bases throughout the COMMZ.

(5) Prepares and plans for general engineer support of other Services and allied elements operating in the COMMZ.

(6) Plans and supervises the production, storage, and issue of maps, map substitutes, and geodetic data to Army and other Services in the COMMZ.

(7) Allocates engineer troops, materials, and equipment to projects and provides guidance and technical assistance to units engaged in construction projects.

(8) Performs management of real estate and RPMA.

(9) Provides topographic and military geographic intelligence support to theater army including programing data for mapping and military geographic intelligence support, coordination of requirements with CONUS, production of required mapping and military geographic intelligence, and military hydrology services.

(10) Plans, designs, and supervises construction projects performed in the rear area of the combat zone, as required.

5-10. Organization

The ENCOM consists of HHC and subordinate units (fig 5-3) as follows:

a. HHC, ENCOM.

b. Headquarters support activity: signal opera-

tions company (small headquarters) (attached, less operational control).

c. Major subordinate units that may include—

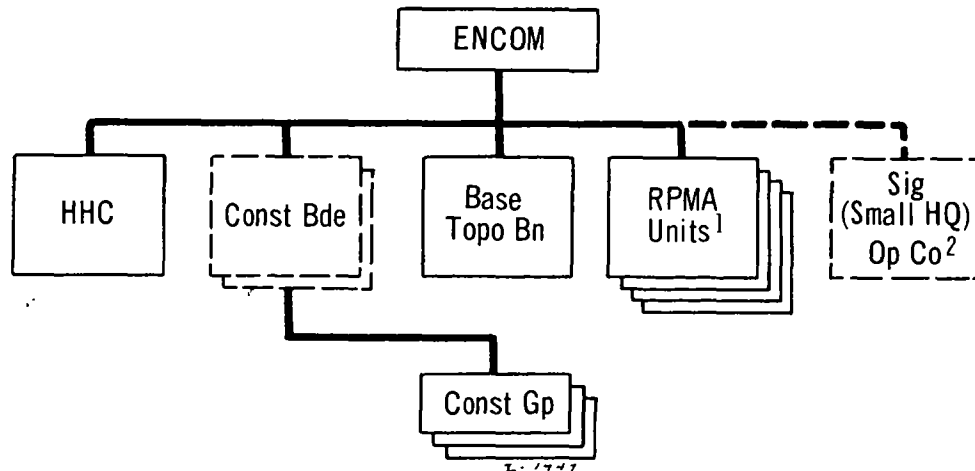
- (1) Construction brigades (as required).
- (2) Construction groups.
- (3) A base topographic battalion.
- (4) RPMA organization, as required.

5-11. Command Relationships

The ENCOM, a major subordinate command of TASCOT, is coequal with the other TASCOT major commands. The ENCOM accomplishes its mission through subordinate engineer construction groups, RPMA organizations, and an engineer base topographic battalion and contractual construction support, which it supervises.

a. *With Higher Headquarters.* TASCOT headquarters provides the ENCOM policy direction, broad guidance on engineer construction and topographic planning, general supervision, and final construction directives.

b. *With Other TASCOT Commands.* The ENCOM coordinates with each parallel command for mutual support and to insure a complete and responsive construction program. The ENCOM provides initial construction, repair, and operational utilities support for all Army installations and facilities. The TAACOM provides ADP computer support to the ENCOM for engineer construction design, scheduling, supply requisitioning, and map accounting.



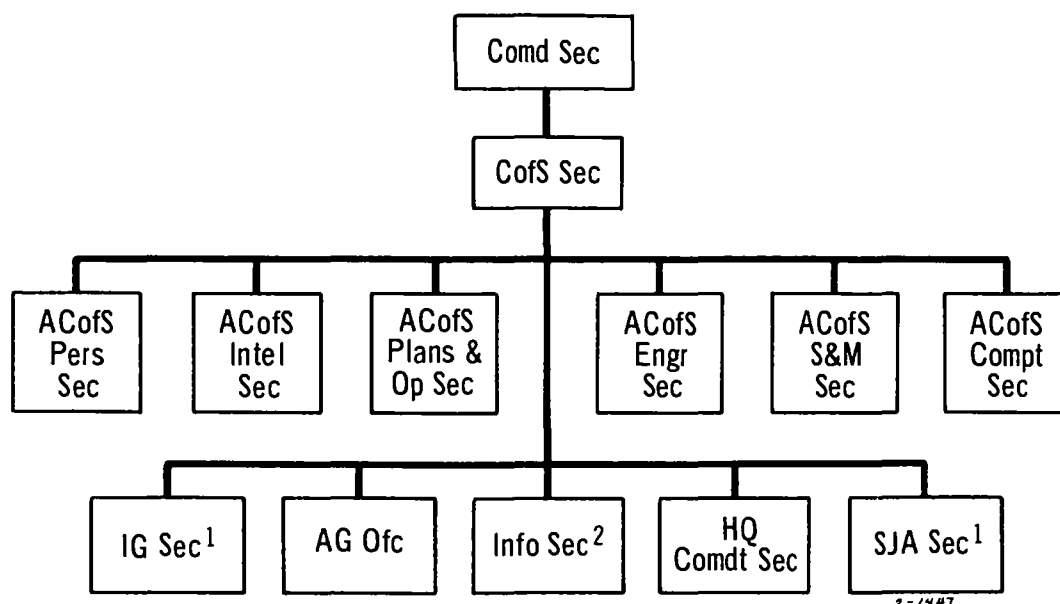
LEGEND

----- Attached as required.

¹Number as required.

²Attached less operational control.

Figure 5-3. ENCOM.



¹Also a member of the commander's personal staff.

²Direct access to the commander, as personal staff officer, as required.

Figure 5-4. ENCOM HQ.

5-12. Operation

a. The ENCOM provides engineer construction support to TASCOM by centralized control and decentralized operations. Construction groups accomplish construction throughout the COMMZ in GS of all TASCOM commands and other Army, Air Force, and theater elements in the TASCOM area of responsibility. The TASCOM commander issues final construction directives to the ENCOM commander.

b. The HHC, ENCOM (TOE 5-201) (fig 5-4), prepares operation plans, construction directives, project plans, and designs. It provides command, control, and administration for assigned or attached engineer units engaged in construction, mapping, RPMA support, and related engineer activities. This unit is assigned on the basis of one per TASCOM. The headquarters supervises general construction support to all Army and Air Force elements within the COMMZ and topographic and RPMA support to the theater army. It normally controls from three to six construction groups, but may command two or three engineer brigades if the complexity of the construction mission or the geographic conformation of the theater dictates. FM 5-162 provides the basic reference and detailed discussion of the ENCOM.

c. The ENCOM, in accordance with theater army programs and TASCOM policies, is responsible for implementation of the theater mapping program. In practice, field army and base to-

pographic units and intelligence staffs at all echelons coordinate on map requirements in the theater. Minimum map storage is necessary in the theater because most topographic supplies are airlifted from the US Army Topographic Command in CONUS. The base topographic battalion uses the ADPC facility of TAACOM for supply accounting of maps.

d. Engineer construction units move frequently throughout the COMMZ and into the combat zone, when required. This changing concentration of construction equipment creates an imbalance in engineer maintenance requirements, which often cannot be satisfied by TAACOM area-oriented DS maintenance units. To provide maintenance at the time and place required, DS maintenance elements are retained as organic to the engineer construction battalion and the construction support company. The units engaged in pipeline construction, port construction, and base topography have predictable and rather limited areas of operation, permitting greater reliance on ASGP DS maintenance. These units retain only that maintenance necessary for low-density items not normally found in other units.

e. Engineer construction battalions furnish water points for use in remote areas and for augmenting or temporarily replacing TAACOM water supply sources. ENCOM RPMA organizations furnish RPMA support, to include facility maintenance and repair, minor construction, in-

stallation water supply, real estate, and firefighting services. The TASCOM furnishes industrial gas as an item of supply.

5-13. Stability Operations Requirements

US Army engineer units provide advisory assistance and unit support to US and host country military and civilian internal defense and internal development forces. Projects requiring engineer support include, but are not limited to, flood control and the construction of bridges, roads, airfields, and warehouses. ENCOM support of stability operations is normally coordinated through the provincial or regional area coordina-

tion center. FM 31-23 contains a further discussion of stability operations.

5-14. RAP

Units of the ENCOM respond to emergencies of the RAOC of the ASGP responsible for their assigned area of operation in consonance with overall requirements and priorities. Depending on the threat, the ENCOM may be the best organized and equipped of the TASCOM commands to support TAACOM in the area damage control portion of the RAP mission. Paragraph 3-21 and FM 31-85 contain further discussions of RAP.

Section IV. TRANSPORTATION COMMAND

5-15. Mission and Functions

a. Mission.

(1) The primary mission of the transportation command (TRANSCOM) is to command and control transportation units and other assigned or attached units for the operation of the theater army transportation service.

(2) Secondary missions are—

(a) To provide transportation staff assistance to the TASCOM ACofS, movements.

(b) As directed by TASCOM to coordinate transportation operations with CONUS transportation agencies to insure interface of CONUS and theater transport and movement procedures.

b. Functions. The TRANSCOM—

(1) Commands and controls assigned and attached units.

(2) Supervises the operations of the transportation interzonal services.

(3) Advises on transportation services in the theater.

(4) Recommends transportation policies.

(5) Recommends the allocation of transportation resources.

(6) Maintains liaison on transportation operations with theater army, TASCOM, field army, FASCOM, other Services, allied and host-nation staffs, and transportation mode and terminal facility operations.

(7) Manages that portion of intratheater Air Force air transport and Military Sealift Command (MSC) and US Navy water transport systems which is allocated to the Army.

(8) Coordinates intertheater transport operations with the Military Airlift Command (MAC) and the MSC.

(9) Coordinates with CONUS transportation

agencies to insure interface of CONUS and theater transport and movements.

5-16. Organization

TRANSCOM consists of an HHC, headquarters support activities, and subordinate units (fig 5-5) as follows:

a. HHC, TRANSCOM.

b. Headquarters support activities that include—

(1) Movement control center (MCC).

(2) ADPC.

(3) Signal operations company (small headquarters) (attached less operational control).

(4) Highway traffic headquarters.

c. Major subordinate units that may include—

(1) An aviation battalion.

(2) Motor transport groups.

(3) A terminal group.

(4) Railway groups.

(5) A movement control agency.

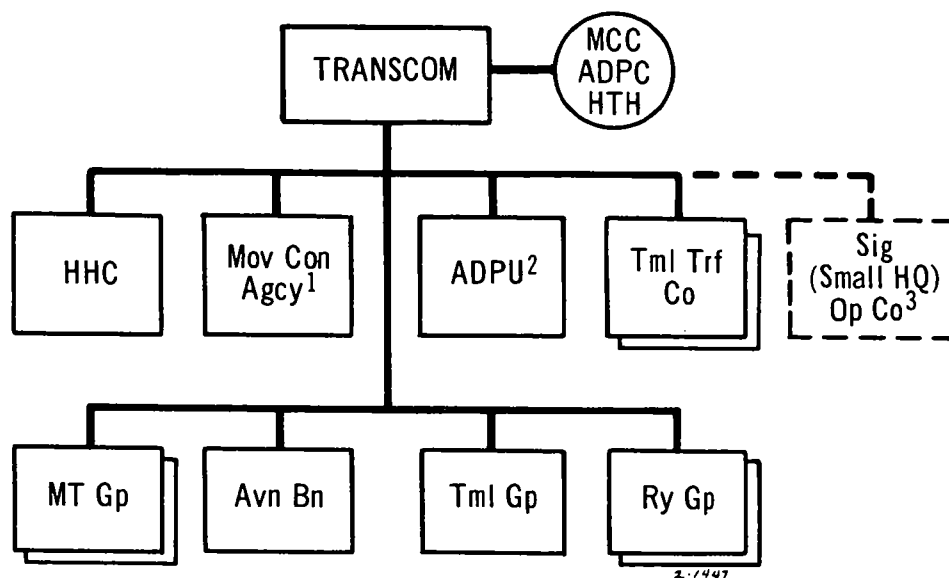
(6) Terminal transfer companies.

(7) ADPU.

5-17. Command Relationships

The TRANSCOM, a major subordinate command of TASCOM, is coequal with the other TASCOM major support commands. The TRANSCOM accomplishes its mission through subordinate movement control motor transport groups, railway groups, an aviation battalion, and a terminal group and their operating elements, such as helicopter, motor transport, railway, terminal service, amphibian and boat companies, movement control teams, and highway regulating point teams.

a. With Higher Headquarters. TASCOM head-

**LEGEND**

--- Attached as required.

- ¹Provides pers to operate the MCC and highway traffic headquarters (HTH).
 ²Provides equipment and pers to operate the ADPC in support of the MCC.
 ³Attached less operational control.

Figure 5-5. TRANSCOM.

quarters provides the TRANSCOM with policy direction; broad guidance on transportation planning, including airlift, sealift, and local national capabilities, and interzonal transportation services.

b. With Other TASCOT Commands. The TRANSCOM coordinates with each parallel command for mutual support. The TRANSCOM provides movement control; traffic regulation; and air and surface means for transporting supplies, equipment, and personnel throughout the COMMZ, into the combat zone and retrograde movements to COMMZ and/or CONUS. Shippers and receivers of the parallel commands and installations maintain close coordination.

c. With FASCOM. TRANSCOM maintains close coordination and constant liaison with FASCOM. The MCC of these two commands manage the throughput/distribution interzonal transportation shipments.

5-18. Operations

a. The TASCOT commander establishes broad policy and guidelines for operations, approves the TRANSCOM's plans and programs, and allocates units to the TRANSCOM for carrying out its

mission. The TRANSCOM operates under the general staff supervision of the TASCOT ACoF, movements. When authorized and directed by the TASCOT commander, the TRANSCOM commander represents TASCOT as follows:

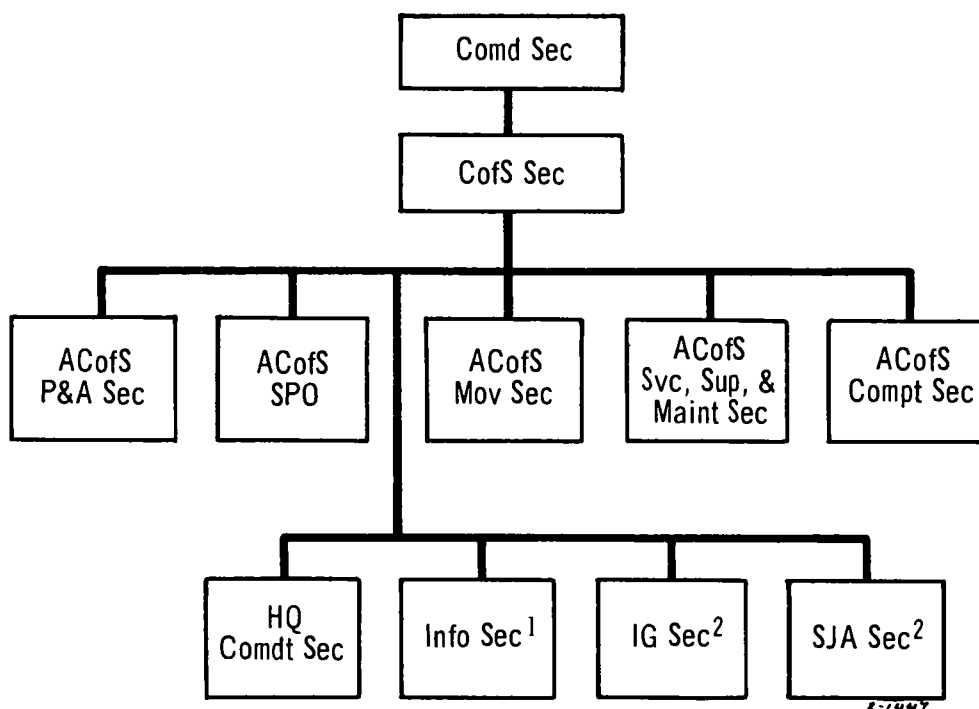
(1) Participates in the joint military transportation board (JMTB).

(2) Participates in joint or combined movement centers.

(3) Performs movements management services to include negotiation with host nations for procurement of transportation facilities or establishment of operating agreements and establishment of policies and procedures with allied nations for mutual transportation support.

b. The HHC, TRANSCOM (TOE 55-2) (fig 5-6), commands and controls its subordinate units, which provide three transportation support functions: management services, terminal services, and transport mode operations. The unit is assigned on the basis of one per TASCOT. FM 55-1 provides the basic reference and discussion of the TRANSCOM.

c. Transportation services to place men and materiel where and when needed are planned and coordinated from their origin in CONUS to their



¹Direct access to the commander, as personal staff officer, as required.
²Also a member of the commander's personal staff.

Figure 5-6. TRANSCOM HQ.

final destination in the theater. Replacements are assembled into planeload lots for a single oversea unit when possible. Cargo is unitized (palletized or containerized) to facilitate handling and is consolidated for throughput distribution direct to the ultimate user or to the most distant bulk cargo break point. Vessels are stowed so that the integrity of consolidated shipments is maintained and minimum sorting is required in the theater. After replacements and materiel arrive in the theater, the TRANSCOM is responsible for containing their uninterrupted movement to designated destinations.

d. The TRANSCOM includes all elements necessary to move personnel and materiel from points of arrival in the theater to the direct support unit/general support unit (DSU/GSU) user level or to intermediate destinations. It performs this GS service for the Army and, as required, for other US forces and host nation or allied forces. Based on shipping instructions, the TRANSCOM will provide the transport necessary for uninterrupted movement of supplies. Shippers will, whenever possible, select destinations that will provide for throughput distribution of supplies.

e. Maintenance and supply of rail, marine, and aircraft units of this command include—

(1) Rail and marine supply and maintenance GSU assigned to the materiel command (MATCOM) that may be attached to the TRANSCOM because it exclusively uses their services. They are not normally located in a field depot complex; rather their locations are determined by the environment and the disposition of the operating units they serve.

(2) Army air-transport units in COMMZ that receive DS maintenance from aircraft maintenance companies attached to the ASGP of TAA-COM. GS companies attached to the field depots of MATCOM perform GS and higher level maintenance.

5-19. Transportation Movements

a. The transportation movement control agency assigned to the TRANSCOM provides the necessary personnel to staff the TASCOC MCC and the TASCOC highway traffic headquarters. Transportation movements offices (TMO) and highway regulating points (HRP) are attached as required from TOE 55-540 and 55-580.

b. The MCC prepares movement plans and programs, conducts liaison, supervises the activities of the field TMO, and insures proper use of the available movement (except bulk petroleum, oil,

and lubricants (POL) by pipeline) capability. In carrying out its functions, the MCC makes maximum use of ADP facilities.

c. The assigned ADPU supports the MCC.

d. The TASCOM highway traffic headquarters uses automatic data processing equipment (ADPE) in planning and allocating space over the controlled COMMZ main highway supply routes.

e. Of primary importance to the movements system is the clearance of Army cargo and personnel through Air Force aerial ports of debarkation. Air terminal movement control teams (TOE 55-580) are authorized to provide for the coordination required on the part of the Army to process shipments through air terminals. These teams are normally placed under direct control of the MCC to expedite movement control functions related to air shipments.

5-20. Transport (Mode) Operations

Transport operations in the COMMZ include air, motor, rail, and inland waterway. The bulk of transport operations are interzonal (theater-wide) services that the TRANSCOM centrally controls and coordinates; the remainder are movements within the COMMZ. Air Force military airlift units provide interzonal (inratheater) airlift. Army air transport units provide airlift support for Army forces in accordance with operational requirements. The TRANSCOM coordinates the theater airlift allocated to the Army.

a. Air Force Airlift.

(1) The theater army commander normally assigns to the TRANSCOM commander the responsibility for the use of Air Force intratheater airlift allocated to the Army. The TASCOM MCC plans and coordinates the use of this airlift. Aircraft operate on either a scheduled or a mission basis.

(2) Air terminals in the COMMZ, have facilities for servicing and maintaining aircraft and for transferring cargo and personnel.

b. *Army Air Transport.* Medium and heavy helicopter companies and aviation service support companies provide Army airlift in the COMMZ and are used for movement of high-priority cargo, movement of personnel and cargo to and from various terminals, and rapid deployment of RAP forces.

c. *Motor Transport Service.* Motor transport services in the COMMZ are local and line-haul

operations in support of the TASCOM, to include operation of the interzonal service that extends through the COMMZ into the combat zone. Local hauls are characterized by short running time in relation to loading and unloading time and normally involve a number of trips per day. Line hauls are characterized by long running time in relation to loading and unloading time and normally involve one trip or a portion of a trip per day. Motor transport services complement the railway service. Motor transport service provides flexibility and concentration and allocation of transport to rapidly effect support of changing strategic and tactical situations. The TRANSCOM retains command and control of its motor transport units operating in the line of communications (LOC), which extends into the field army area. Such units are subject to highway regulations by the highway traffic headquarters of the area through which they are transiting.

d. *Rail Transport Service.* US military operation of railroads in a theater is normally limited to supplementing the host nation's capability. Existing facilities are operated, as required, to support military operations. Rail transport service includes management and operation of the main rail lines and yards, sidings, and spur tracks to connect the various installations with the main lines. Because new rail construction requires large quantities of labor and material, rail operations are normally feasible only when a usable rail net exists in the theater. Maintenance and repair of existing rail facilities may be accomplished by units of the TRANSCOM. Major rehabilitation or new construction, when required, is accomplished by elements of the ENCOM. Signal construction is provided by elements of United States Army Strategic Communications Command (USASTRATCOM) (theater).

e. *Inland Waterways Transport.* Inland waterways will be used as available to complement other transportation modes for movement of equipment and nonperishable supplies. Military lighterage units may provide inland waterway transport service. Use of civilian craft and crews aids in reestablishing civilian water transport and restoring the local economy.

5-21. Water Terminals

Water terminal operations include loading and unloading cargo and personnel from ships either at a pier or in the stream; lightering cargo and personnel ashore, when required, and loading cargo or personnel on other modes for movement

out of terminal areas. Water terminals employed in the theater may be established at either ports or beaches.

5-22. Terminal Transfer Points

Operation of terminal transfer points is a transportation service activity. These transfer points other than water terminal operations discussed in paragraph 5-21 above include transfer of cargo and personnel from one mode of transportation to another. A prime example is the receipt of inter-theater shipments from the Air Force at aerial ports of debarkation and outloading these shipments on Army modes of transport. Other examples are the transfer of cargo from rail cars to trucks at terminus of rail lines for continued shipment to consignees and the operation of cargo intransit areas at Army air terminals where cargo is transferred between trucks and combat service support aircraft. The transportation terminal transfer company is the unit normally designated to operate the terminal transfer area. Freight consolidation and distribution detachment (team JC, TOE 55-560) may be assigned to operate a small terminal transfer area. Terminal transfer activities also include operation of consolidation points for less-than-carload (or truckload) shipments. An important phase of retrograde shipments is the operation of a consol-

idation point at or near the various terminals to expedite CONUS-bound shipments.

5-23. Stability Operations Requirements

US Army transportation units can plan and develop reliable transportation systems in support of stability operations when there are unimproved and insecure LOC: poor seaport and air terminal facilities; and limited host country, civil, and military transportation resources. Within an internal defense and internal development operational area, transportation units may have to assist in mobilizing and organizing host country surface transportation resources including trucks, buses, watercraft, porter units, and pack animals. TRANSCOM support of stability operations is normally coordinated through civil affairs (CA) units and the regional or provincial area coordination center. FM 31-23 contains a further discussion of stability operations.

5-24. RAP

Selected units of the TRANSCOM provide a RAP potential to TAACOM ASGP RAOC. Preplanned RAP potential for transportation units involved in line-haul missions should be avoided. Paragraph 3-21 and FM 31-85 contain further discussions of RAP.

Section V. MEDICAL COMMAND

5-25. Mission and Functions

a. Mission. The MEDCOM provides COMMZ level of medical support within the theater of operations.

b. Functions. The MEDCOM accomplishes its mission by—

(1) Providing command, control, staff planning, and supervision of operations, training, and administration of hospital centers and medical groups engaged in COMMZ-level medical support.

(2) Performing medical regulating.

(3) Furnishing professional specialty consultation service.

(4) Developing policy and guidance for management of medical materiel and medical equipment maintenance.

(5) Providing medical staff services to include—

(a) Informing the TASCOT commander and his staff on the health of the command and on medical aspects of matters affecting combat service support.

(b) Providing current information concerning the medical aspects of the combat service support situation to the surgeons of higher headquarters

(c) Coordinating of medical support operations of the COMMZ.

(d) Providing advice to the commanders of the TASCOT, PERSCOM, MATCOM, TRANSCOM, ENCOM, and TAACOM on medical matters.

(6) Providing evacuation and treatment.

(7) Providing area medical support.

(8) Providing preventive maintenance.

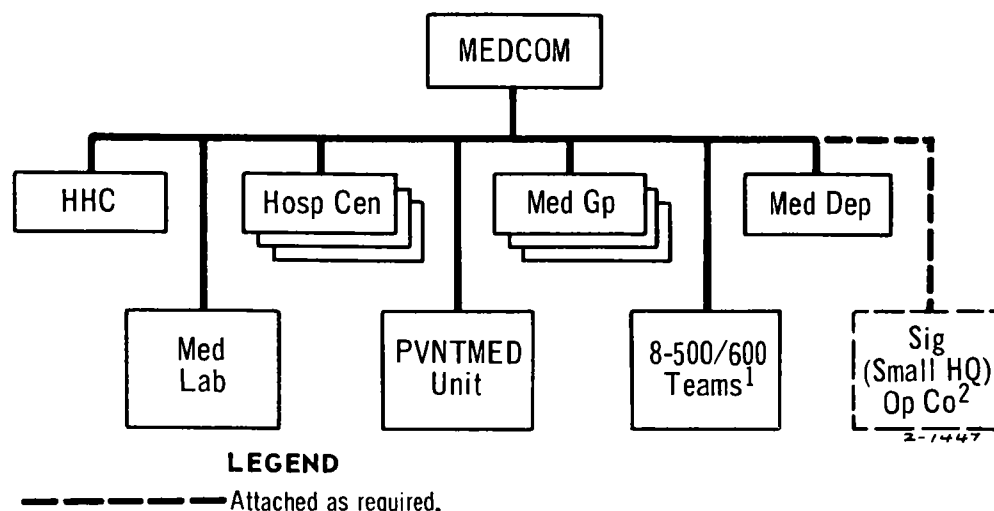
(9) Providing medical laboratory, dental service, and veterinary service support.

5-26. Organization

The MEDCOM consists of an HHC and subordinate units (fig 5-7) as follows:

a. An HHC.

b. A headquarters support activity: signal operating company (small headquarters) (attached, less operational control).



¹Cellular med support teams provide additional specialized med support.

²Attached less operational control.

Figure 5-7. MEDCOM.

c. Major subordinate units that may include—

- (1) Hospital centers.
- (2) Medical groups.
- (3) A medical depot.
- (4) A medical laboratory.
- (5) A preventive medicine unit.
- (6) Medical (TOE 8-500/600) teams.

5-27. Command Relationships

The MEDCOM, a major subordinate command of TASCOM, is coequal with the other TASCOM major commands. The MEDCOM accomplishes the major portion of its medical support mission through subordinate hospital centers and medical groups and their subordinate medical facilities and elements.

a. *With Higher Headquarters.* TASCOM headquarters provides policy direction, broad guidance on health service planning, and general supervision to the MEDCOM. The MEDCOM is authorized to coordinate directly with the theater army surgeon on health service matters.

b. *With Other TASCOM Commands.* The MEDCOM coordinates with each parallel command on mutual support requirements. Close and continuous liaison is maintained with the TAA-COM to determine the location and size of troop concentrations of the ASGP, which are supported on an area basis by elements of the MEDCOM. The PERSCOM ADPC provides support to the MEDCOM.

c. *With Field Army.* The MEDCOM maintains

liaison with the field army medical brigade for evacuation of patients from the combat zone to the COMMZ and for reinforcement of combat zone medical support.

5-28. Operational Concepts and Functions

a. The MEDCOM commander reports directly to the TASCOM commander and has direct access to him and all members of his coordinating staff. The MEDCOM commander is also the TASCOM surgeon.

b. The HHC, MEDCOM (TOE 8-111) (fig 5-8), provides command and control of designated medical units within the COMMZ. The MEDCOM is assigned on the basis of one per TASCOM or theater army. It can command and control from three to seven hospital centers or an equivalent mix of hospital centers and medical groups engaged in COMMZ medical support, medical regulating, and staff services. FM 8-10 provides the basic reference and detailed discussion of the MEDCOM.

c. Medical support of COMMZ personnel is provided on an area basis by extension of dispensary service from hospital facilities and other medical units. Coordination between the MEDCOM and TAACOM is necessary to insure adequate medical support within the areas assigned to the TAA-COM ASGP. The exchange of information through liaison provides the MEDCOM commander with extent and location of troop concentrations as a basis to plan his medical support of

TAACOM. The senior medical commander located within the geographic boundaries of an ASGP will normally provide medical staff advice for the ASGP commander.

d. The medical support system in the COMMZ provides medical support to—

(1) The combat zone by relieving it of patients and reinforcing its medical support.

(2) Army troops and units of other Services in the COMMZ.

(3) Enemy prisoners of war civilian internees, detainees, and other personnel, as directed.

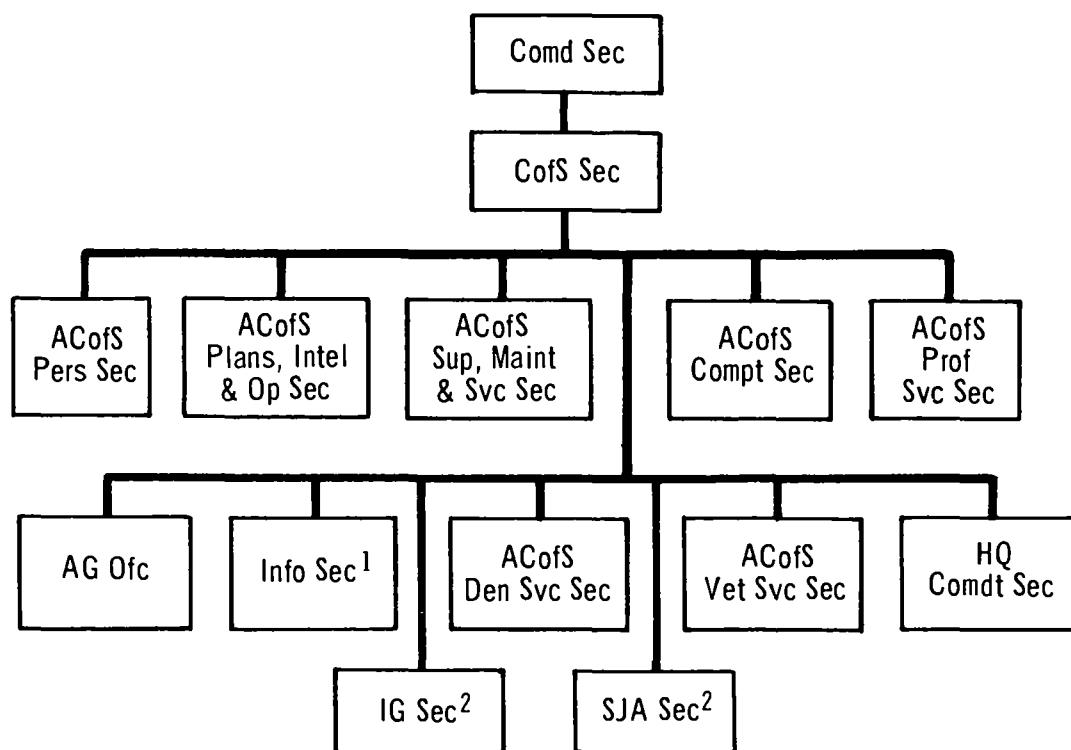
e. The medical regulating section in the intelligence and operations section of the MEDCOM headquarters accomplishes medical regulating. This section coordinates and facilitates patient treatment and evacuation.

f. Medical supply and maintenance are managed by the inventory control center (ICC) commodity managers under the command and control of the MEDCOM. Required communications and data transmission links between the MEDCOM ICC, the MEDCOM headquarters, the medical de-

pots, and the field army medical brigade ICC will be provided on an area basis. ADP support is provided to support multiple medical facilities on a regional basis on both time-sharing and batch-processing modes. A regional data center established by the MEDCOM and augmented by a medical inventory control team will support medical depots.

g. The MEDCOM depends on other TASCOT major commands for ADP support. ADP support for patients accounting/reporting and medical regulating is normally provided by the PERSCOM ADPC. Input/output devices provide digital communications support to medical depots and other medical facilities.

h. The preventive medicine field service unit provides comprehensive preventive medicine support to the COMMZ. Field service sections provide consultation services, support, and training in medical epidemiology and medical zoology, sanitary engineering, and veterinary aspects of zoonotic and foodborne disease control that are beyond the routine responsibilities and capabilities



¹Direct access to the commander, as personal staff officer, as required.

²Also a member of the commander's personal staff.

Figure 5-8. MEDCOM HQ.

of the commander and his organic medical personnel.

i. A medical laboratory provides laboratory support to all medical units of the COMMZ. Laboratory services include comprehensive laboratory facilities; assistance in the identification of biological agents, medical research, technical inspection, manufacture of diagnostic agents, support of epidemiological studies, and a theater histopathology center.

j. Dental service in the COMMZ is furnished through hospital and area dental facilities. Organic dental services of the general, station, and field hospitals and convalescent centers provide dental care for personnel admitted to these facilities. Dental service teams (TOE 8-500/600) provide area dental service in the COMMZ based on troop population and density.

k. Veterinary service is provided on an area basis by TOE 8-500/600 teams, consisting of veterinary hospital, dispensary, and food inspection teams.

5-29. Medical Depots

Headquarters and headquarters detachments (HHD), medical depots, are assigned to the MEDCOM and operate as receiving, storage, repair, and issue points for medical supplies and equipment. The MEDCOM maintains inventory control of medical supplies and equipment. Medical depots receive, classify, store, and issue medical supplies. They provided medical maintenance support, optical laboratory support, and a whole blood distribution capability.

5-30. Medical Group

Medical group headquarters (TOE 8-122) assigned to the MEDCOM normally provides command, control, staff planning, and supervision of operations, training, and administration of attached health service units. The medical groups usually have dual missions of providing support to health service units in the combat zone and medical support to the units in the COMMZ. Support to the field army normally consists of relieving medical units of patients and, in general, reinforcing the field army medical brigade health services. Medical battalion headquarters units are assigned to the medical command and attached to the medical groups to exercise command and control and to provide personnel, supply, and vehicle maintenance services to attached units.

5-31. Hospital Center

Hospital center headquarters (TOE 8-502) com-

mands and controls from two to eight general hospitals or this equivalent in a combination of general hospitals; convalescent centers; and, when appropriate, other hospitals in the COMMZ. It functions as a controlling agency for attached units. Operating functions, such as supply, laundry service, and professional consultation service, normally performed by individual hospital units, can be centralized and controlled by the hospital center headquarters.

5-32. Hospitalization and Evacuation

The MEDCOM provides hospitalization for all patients originating in the COMMZ and for those received from the combat zone. The number and the types of hospitals depend on the location of the COMMZ in relation to military operations, the hostile resistance, and the theater evacuation policy. Patients are evacuated from the combat zone by air, sea, rail, and land transportation to general hospitals in the COMMZ. Evacuation from the theater is primarily by air. Hospitals in the COMMZ are classified and organized on the basis of bed capacity, type and extent of medical care performed, and their primary mission.

a. General hospitals, subordinate to a hospital center, are fixed installations that provide medical treatment of a definitive and specialized nature for all types of patients in a theater of operations. General hospitals receive patients from treatment facilities in the combat zone, station hospitals in the COMMZ, and dispensaries located in their immediate vicinity.

b. Station hospitals are fixed hospitals that normally serve a limited area and routinely do not receive patients from the combat zone. They are established in the COMMZ when there is a sufficient concentration of military personnel to require local hospitalization. The station hospital is generally the type of hospitalization facility found in the area assigned to a TAACOM ASGP.

c. Field hospitals, normally an element of a medical group, are organized and designed to provide hospitalization facilities to temporary troop concentrations. These hospitals provide station hospital-type care; in the absence of other hospital facilities, they provide this support in an ASGP area.

d. Convalescent centers, normally an element of a hospital center, are assigned to COMMZ and are designed to recondition and prepare patients no longer requiring hospitalization for return to full duty. Convalescent center beds are not charged against theater fixed-bed requirements.

5-33. Stability Operations Requirements

Medical support has proved to be one of the most effective US Army resources for gaining population support. The numerous health hazards prevalent in most developing nations and the lack of host country medical personnel and facilities place a high premium on US health services. Both because medical resources are scarce and because the need for them is critical, medical systems must be established to provide for concurrent conduct and support of both tactical and military civic action programs. US Army Medical Department (AMEDD) personnel must be prepared to assist host country forces to develop their capabilities. MEDCOM support in stability

operations is normally coordinated through CA units and the provincial or regional area coordination center. FM 31-23 contains a further discussion of stability operations.

5-34. RAP

Medical support for RAP operations is substantially the same as for normal operations. The RAOC provides medical support that includes unit level medical support and appropriate backup support for rear area security forces and medical aid teams for area damage control operations. Paragraph 3-21 and FM 31-85 contain further discussions of RAP.

Section VI. MATERIEL COMMAND**5-35. Mission and Functions**

a. Mission. The MATCOM provides an integrated system of GS supply, maintenance, and services to US Army forces and to other elements of the theater, as directed.

b. Functions. MATCOM performs these major functions:

- (1) Theater supply control.
- (2) Repair of unserviceable items for return to theater stockage.
- (3) Materiel utilization screening.
- (4) Procurement.
- (5) Disposal of surplus property.
- (6) Operation of the bulk petroleum, oil, and lubricants (POL) pipeline system.
- (7) Theater maintenance management.
- (8) Chemical and biological (CB) technical escort services.
- (9) Other specified services, as required, in support of depot operations (e.g., bakery, bulk clothing exchange, salvage).

5-36. Organization

The MATCOM consists of an HHC, headquarters support activities, and subordinate units (fig 5-9) as follows:

a. HHC, MATCOM.

b. Headquarters support activities that may include—

- (1) A materiel management center (MMC).
- (2) An ADPC.
- (3) A USASTRATCOM signal operations company, medium headquarters (attached, less operational control).

c. Major subordinate units that include—

- (1) An ammunition group.

(2) A petroleum group.

(3) Field depots.

(4) A materiel management center company (MMCC).

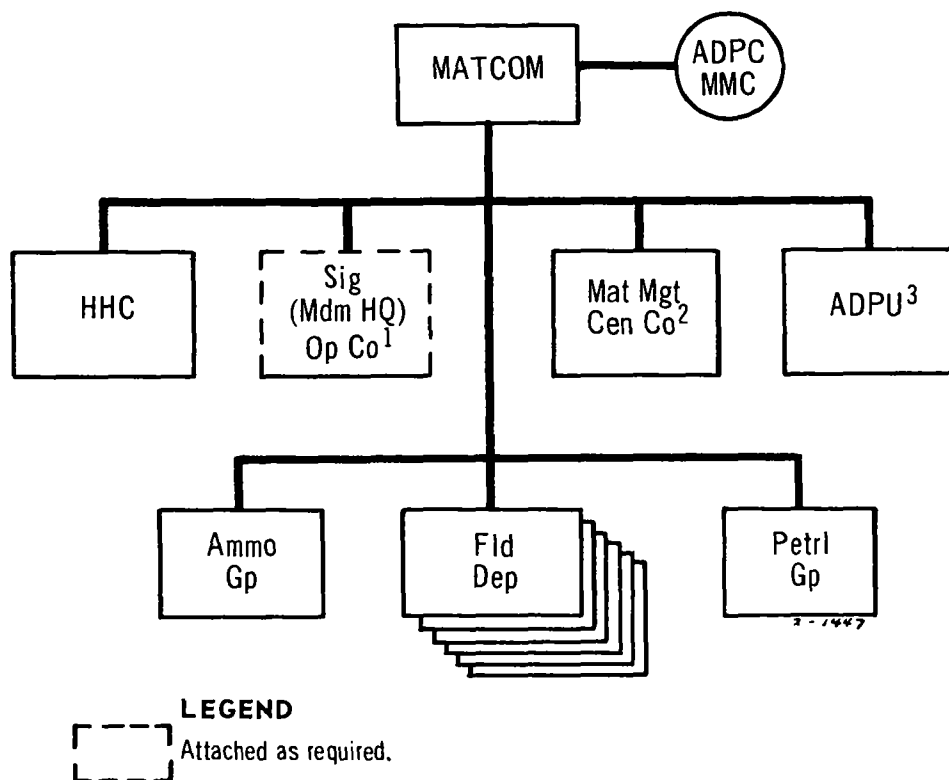
(5) An ADPU.

5-37. Command Relationships

The MATCOM, a major subordinate command of TASCOT, is coequal with the other TASCOT major commands. The MATCOM accomplishes its missions through its major subordinate units, such as field depots, an ammunition group, and a petroleum group. (A petroleum brigade headquarters may be assigned when control and supervision required to conduct petroleum operations exceed the capabilities of a group.)

a. With Higher Commands. The MATCOM is under the command of TASCOT headquarters from which it receives policy direction, broad guidance on supply and maintenance planning, and general supervision. Theater army headquarters, through TASCOT headquarters, provides the MATCOM policy guidance and allocations from the theater joint petroleum and disposal activities. Theater army headquarters (when so designated as a head of procuring activity (HPA)), through TASCOT headquarters (if not designated as an HPA), provides MATCOM procurement elements with procurement policy guidance and personnel allocations.

b. With Other TASCOT Commands. The MATCOM coordinates planning and operational activities concerning supply, field services, transportation requirements, and maintenance support with the TAACOM and the MEDCOM, the ENCOM, the PERSCOM, and the TRANSCOM.



- ¹Attached less operational control.
²Provides pers to operate the MMC.
³Provides equipment and pers to operate the ADPC in support of the MMC.

Figure 5-9. MATCOM.

c. With Lower Commands. The MATCOM exercises command, control, and supervision over all assigned and attached units that operate the depots and other facilities through which GS supply, maintenance, and services are provided.

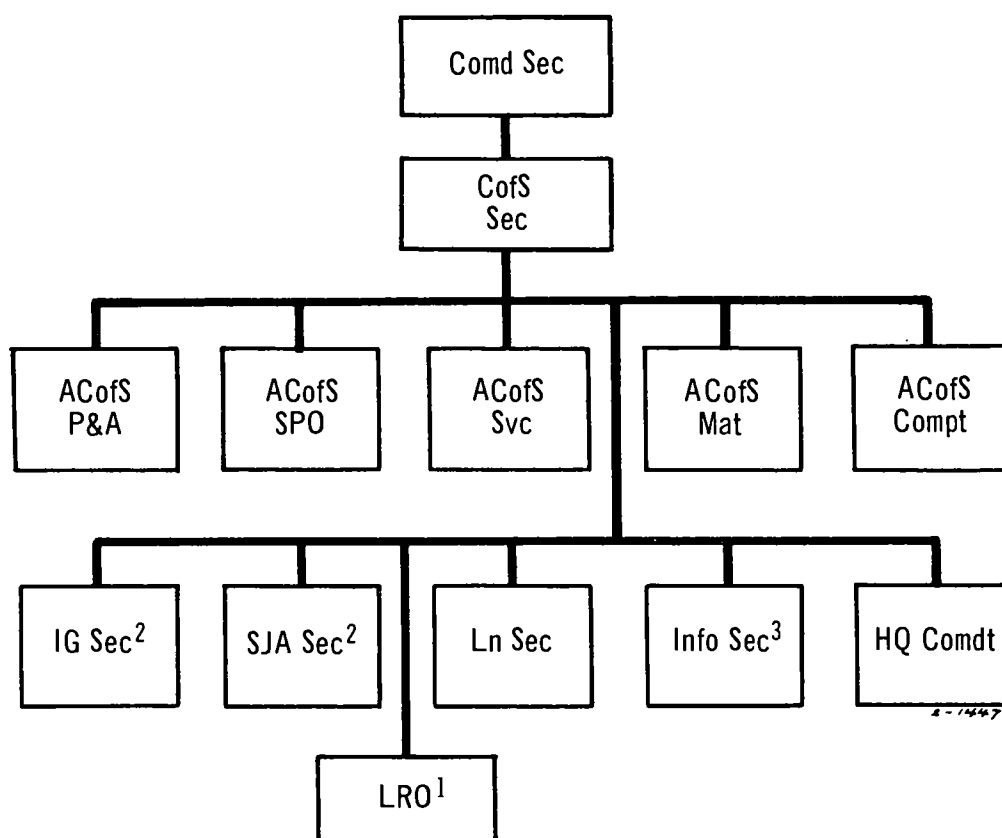
d. With Other Commands and Activities. The MATCOM coordinates directly with CONUS national inventory control points (NICP) and national maintenance points (NMP) on supply and maintenance requirements. The international automatic digital network (AUTODIN) provides this coordination means. Coordination is also effected with theater air force and navy for supply and maintenance requirements. When authorized by theater headquarters, coordination is effected with allied excess forces on personal property use, screening, and disposal. Through its procurement centers in foreign countries, the MATCOM cooperates both with the US Department of State missions and agencies and with the theater-level joint procurement coordinating board (when established). In coordination with the ACofS, CMO, it may also conduct direct negotiations with governmental agencies or private individuals in the host countries for required services or supplies.

e. With FASCOM. MATCOM maintains close coordination and constant liaison with FASCOM. MATCOM through its MMC must be constantly responsive to the supply, maintenance, and field service needs of the field army. These needs are usually transceived from the FASCOM's MMC.

5-38. Concept of Operation

a. The MATCOM operates supply and maintenance installations in the COMMZ. The supply, service, and maintenance units of MATCOM are grouped for command and control purposes under appropriate headquarters. These basic elements for command and control of the supply and maintenance system consist primarily of ammunition depots; bulk petroleum distribution facilities; and field depots that receive, store, distribute, and recondition, repair, or otherwise restore to serviceability designated supplies, excluding water, COMSEC, medical, and maps.

b. The MATCOM headquarters (fig 5-10) is a planning, policymaking, coordinating, and supervising headquarters concerned with supply and maintenance requirements for projected operations. It performs long-range planning in support of the theater army mission and coordinates with



¹Logistic readiness office.

²Also a member of the commander's personal staff.

³Direct access to the commander, as personal staff officer, as required.

Figure 5-10. MATCOM HQ.

supporting organizations in CONUS on the impact of production and procurement schedules, introduction of new materiel, and responsiveness to command requirements.

c. The MMC, field depots, ammunition depots, and petroleum facilities provide control and execution of day-to-day operations.

(1) Field depots in forward and rear areas of the COMMZ perform essential supply and storage warehousing functions and associated maintenance. Rear field depots generally operating in fixed facilities and located near ports of entry in the COMMZ normally contain the operational day-to-day stocks required for the entire theater. The bulk of the throughput shipments will normally commence from the rear field depots. Forward field depots, which generally relocate as the rear boundary of the combat zone moves, will normally contain reserve/contingency stocks for the theater. Appropriate stocks are balanced within and among depots to insure necessary dispersion. Field depots react to instruc-

tion from the MMC that performs centralized stock control.

(2) Ammunition groups, consisting of conventional and special ammunition depots, and, in some cases, GS guided missile maintenance facilities, are located in forward and rear areas of the COMMZ. Maintenance and modifications are performed within depot capabilities. Ammunition depots react to instructions from the MMC that performs centralized stock control.

(3) The petroleum group and its subordinate units operate the bulk petroleum distribution system extending from ports of entry through the COMMZ and as far into the combat zone as practicable. The petroleum group and its subordinate units react to instructions from the MMC. The petroleum group and its subordinate units perform minor repair and maintenance of the bulk petroleum distribution system. The ENCOM accomplishes major rehabilitation and new construction.

d. Centralized decisionmaking and management

of combat service support assists are accomplished within the MATCOM with information generated by the MMC. Through the combat service support data system, the MATCOM is linked with supported, supporting, and subordinate units within the theater army area of responsibility and with supporting activities in CONUS.

(1) The MMC is an extension of the office of the MATCOM ACofS, materiel, and consists of materiel management divisions that are aligned with CONUS sources of materiel support. These divisions, under direct supervision of the deputy ACofS, materiel, exercise total day-to-day integrated materiel management of assigned commodities.

(2) The MMC performs day-to-day materiel management responsibility based on centralized, integrated materiel management operations. The supply, service, and maintenance units subordinate to the MATCOM are grouped under field depots and petroleum and ammunition groups and react to instructions from the MMC. The MMC acts on the requirements of supported forces. Except for slated POL, which is requisitioned through the joint petroleum office (JPO), the MMC places support demands directly on CONUS-based commodity commands of the United States Army Materiel Command (AMC), the Defense Supply Agency (DSA), and the General Services Administration (GSA) with which it has direct communications and through local procurement and redistribution of supplies and maintenance assets within the theater.

(3) Within guidance, authority, procedures, and policies established by the MATCOM headquarters, the materiel managers in the MMC review actions and make decisions when required actions are beyond machine solution (manage-

ment by exception). They recommend actions to the ACofS, materiel, and insure that he has timely and accurate information as a basis for recommending command decisions.

(4) The MMC contains several materiel management divisions. A functional branch breakdown within divisions permits special management of major end-item supply, maintenance, and repair parts supply. Each division has a repair parts common supply expeditor who coordinates with the repair parts common supply branch of the common materiel division. Individuals from the functional branches can be designated as a management team to combine supply, maintenance, and repair parts expertise for intensive management of a designated critical item.

5-39. Stability Operations Requirements

In stability operations, MATCOM units may be required to provide supply point and depot support to the host country and allied forces. The wide dispersion of supported forces may necessitate augmentation of some unit personnel and equipment needed to support the host country. In general, host country vehicles and other equipment are of varied manufacture, which will require additional training for US maintenance personnel. FM 31-23 contains a further discussion of stability operations.

5-40. RAP

MATCOM units provide a RAP potential to TAACOM ASGP RAOC. To prevent degradation of service support, only minimum use will be made of personnel critical to the accomplishment of the maintenance and supply missions. Paragraphs 3-21 and 7-33 and FM 31-85 contain further discussions of RAP.

CHAPTER 6

THEATER ARMY AREA COMMAND

Section I. GENERAL

6-1. Mission and Functions

a. Mission. The theater army area command (TAACOM) provides direct support (DS) supply, maintenance, and service (less medical, communications security (COMSEC), map supply, and ammunition) to the theater army support command (TASCOM), to units passing through or located in the communications zone (COMMZ), and to other forces as directed by the TASCOM commander. The TAACOM is also responsible for planning, coordinating, and executing rear area protection (RAP) operations within the COMMZ.

b. Functions. TAACOM has responsibility for the following functions throughout its area as directed by TASCOM:

- (1) Personnel.
- (2) Legal.
- (3) Military intelligence support.
- (4) Civil affairs (CA).
- (5) Psychological operations (PSYOP).
- (6) Explosive ordnance disposal (EOD).
- (7) RAP.
- (8) Decontamination.
- (9) Military police.
- (10) Local transportation.
- (11) Receipt, storage, and issue of supplies and equipment (less medical, COMSEC, map supply, and ammunition).
- (12) Collection, classification, and salvage and disposal of supplies and equipment (less medical, COMSEC, and ammunition).
- (13) Field services.
- (14) DS construction equipment maintenance for engineer command (ENCOM) real property maintenance activities (RPMA) organizations.
- (15) DS maintenance services (except medical, COMSEC, and ammunition).
- (16) Labor service supervision.
- (17) Finance services.
- (18) Chemical, biological, and radiological (CBR) services and support as outlined in FM 3-1.
- (19) Postal services.

6-2. Organization

a. The TAACOM (fig 6-1) consists of—

(1) A headquarters and headquarters company (HHC) and special troops.

(2) Headquarters support activities that include—

(a) An automatic data processing center (ADPC) (operated by the automatic data processing unit (ADPU)).

(b) A materiel management center (MMC) (operated by the materiel management center company (MMCC)).

(c) A personnel service center (operated by the personnel and administration (P&A) battalion).

(d) A signal operations company, medium headquarters (attached less operational control).

(3) Major subordinate organizations may include—

(a) A military police brigade.

(b) A CA brigade.

(c) Area support groups (ASGP).

(d) A military intelligence group, counterintelligence.

b. United States Army Security Agency (USASA) (theater) support of TAACOM operations is provided as arranged by theater army headquarters. These arrangements may include COMSEC support and limited participation in RAP operations.

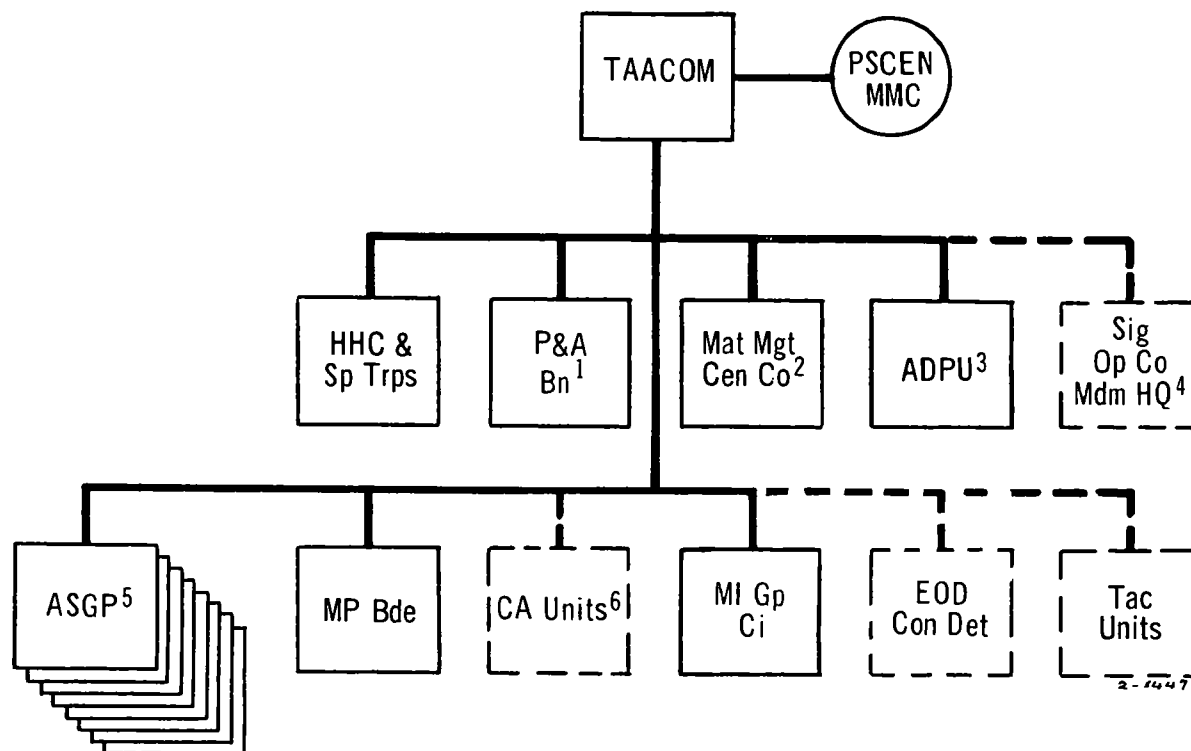
c. COMSEC logistic DS/general support (GS) support of TAACOM operations is provided by USASTRATCOM (theater).

d. Special troops consist of units or elements attached for the support of the headquarters. Such attached units normally include, as an example, the signal operations company.

6-3. Command Relationships

The TAACOM is a major subordinate command of the TASCOM and is coequal with the other TASCOM commands.

a. With Higher Headquarters. TASCOM head-

**LEGEND**

 Attached as required.

- ¹Provides personnel to operate the personnel service center.
²Provides personnel to operate the materiel management center (MMC).
³Provides equipment and personnel to operate the ADPC.
⁴Attached less operational control.
⁵As required (up to 8 groups).
⁶As required.

Figure 6-1. TAACOM.

quarters provides the TAACOM policy direction, board guidance, and general supervision on area support and RAP planning for the entire COMMZ.

b. With Other TASCOT Organizations. The TAACOM exercises area control within the COMMZ as designated by the TASCOT. TAA-COM ASGP has a host-tenant relationship with units of other commands within the group area.

The ASGP provides direct combat service support services (less medical, COMSEC, map supply, and ammunition) to tenant units and is responsible for RAP planning and execution. Informal liaison is maintained directly with the coordinating staffs of other TASCOT subordinate commands on technical matters.

c. With Field Army. TAACOM, on direction of TASCOT, will provide marshaling support to theater army or field army airborne forces.

Section II. THEATER ARMY AREA COMMAND HEADQUARTERS

6-4. Mission and Functions

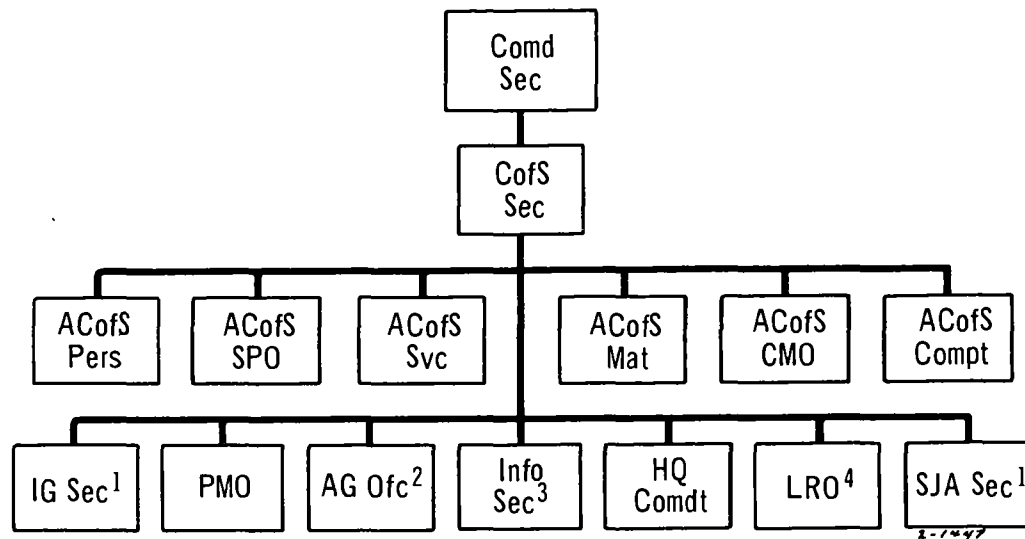
a. Mission. TAACOM headquarters—

(1) Commands, controls, and supervises all assigned and attached units.

(2) Provides DS combat service support (less medical, COMSEC, map supply, and ammu-

nition) on an area basis, through subordinate operating groups, to military forces in the COMMZ as directed by TASCOT.

(3) Plans, coordinates, and supervises intelligence, physical security, and RAP (rear area se-



¹Also a member of the commander's personal staff.

²Provides internal administrative support to the HQ under the staff supervision of the ACofS, pers.

³Direct access to the commander, as personal staff officer, as required.

⁴Logistic readiness office.

Figure 6-2. TAACOM HQ.

curity and area damage control) activities within the COMMZ.

b. Functions. TAACOM headquarters—

(1) Develops and provides policies and planning guidance in its area of responsibility.

(2) Develops and provides priorities and allocations for DS combat service support in accordance with policies and directives of higher headquarters.

(3) Coordinates and exercises management control over combat service support activities of subordinate units.

(4) Advises the TASCOT commander, his staff, and other commands on matters falling within the TAACOM areas of responsibility.

(5) Serves as a supporting unit for elements over which higher headquarters retains operational control.

(6) Coordinates morale and welfare activities with all major commanders concerned.

6-5. Organization

TAACOM headquarters (fig 6-2) is organized along general staff lines with most special staff elements integrated into appropriate general staff sections.

6-6. Responsibilities and Duties of TAACOM Staff

(Responsibilities and duties of staff officers as de-

scribed in FM 101-5 apply to the TAACOM staff. Some duties are repeated for emphasis to indicate additional duties.)

The TAACOM staff consists of—

a. A General Staff. The coordinating staff consists of—

(1) *A chief of staff.* The deputy commander performs a dual function as chief of staff. A deputy chief of staff supervises the activities of the chief of staff section. Functional area responsibilities are described in FM 101-5. The chief of staff establishes priorities for the use of automatic data processing (ADP) facilities.

(2) *An assistant chief of staff (ACofS), personnel, who—*

(a) Develops plans and policies for personnel and administrative support furnished by the TAACOM, within the limits established by theater army headquarters.

(b) Recommends priorities to the ACofS, security, plans, and operations (SPO), for assignment of replacements to TAACOM units.

(c) Supervises administration of the TAACOM leave and recreation program.

(d) Exercises staff supervision over the TAACOM personnel services center.

(e) Coordinates the staff chaplain activities.

(f) Exercises coordinating staff supervision over the TAACOM military police brigade

for functions of discipline, law and order, enemy prisoners of war and civilian internees, criminal investigation, and confinement and rehabilitation of military prisoners.

(3) *An ACofS, SPO, who—*

(a) Prepares broad planning guidance, policies, and programs pertaining to command organizations, operations, communications, and functions.

(b) Supervises and controls the operations of the military intelligence group, counterintelligence.

(c) Provides staff supervision and centralized control of explosive ordnance disposal (EOD) services in the COMMZ.

(d) Develops policies, reviews plans, and exercises staff supervision over RAP operations throughout the COMMZ.

(e) Provides the commander estimates of damage resulting from nuclear attack and estimates of contamination resulting from CB attack. In postattack recovery operations, he recommends priorities and coordinates reconstruction operations with supporting construction forces through the ACofS, services. The ACofS, SPO, also provides CB and nuclear advice as outlined in FM 3-1.

(f) Maintains close coordination with the COMSEC activities located in the ASGP's and exercises staff supervision over all COMSEC activities/operations.

(g) Prepares, authenticates, and publishes operation plans and orders for the command, using input from other staff sections.

(h) Supervises communications operations.

(4) *An ACofS, services, who—*

(a) Develops policies and plans. He coordinates transportation and field services. He also coordinates construction requirements with the ENCOM.

(b) Furnishes real estate and services needed for tactical unit marshaling areas, as directed.

(c) Coordinates traffic control activities with other staff sections and with the transportation command (TRANSCOM).

(5) *An ACofS, materiel, who—*

(a) Supervises the MMCC assigned to TAACOM headquarters that operates the MMC.

(b) As principal adviser to the TAACOM commander on materiel matters, exercises staff and technical supervision over materiel operations within the command and over the supported force when directed by the theater army head-

quarters. He insures that adequate technical channels of supervision and communications are established within the command and to the supported force in accordance with policies of the theater army headquarters.

(c) Develops plans, policies, and programs for materiel support operations; prepares the supply and maintenance portions of command orders; coordinates with the ACofS, SPO, recommendations concerning the troop basis, employment and location of supply and maintenance units; and coordinates with the ACofS, services, regarding facilities requirements for supply and maintenance units.

(d) Determines supply and maintenance requirements for force operations; recommends policy and procedures for controlled items; and develops plans, policies, and procedures for the establishment and maintenance of supply levels and stockage lists.

(e) Develops plans, policies, and procedures for procurement and property disposal, including salvage, in accordance with policies of theater army headquarters and coordinates with the materiel command (MATCOM) and the TAACOM ASGP on local procurement of supplies and nonpersonal services and disposition of unserviceable and surplus property.

(f) Develops plans and policies for TAACOM supply storage and distribution requirements; prescribes, in accordance with theater army headquarters instructions, reserve supply levels to be stored by the supply and service companies of the ASGP; and reviews and recommends action on proposed stockage lists and policies of subordinate DS units.

(6) *An ACofS, civil-military operations (CMO), who—*

(a) Prepares policies and plans, coordinates with other staff sections, and supervises programs and specific projects in the CA and PSYOP functional areas in support of the TASCOM mission commands.

(b) Reviews requirements for assistance to the indigenous population and coordinates with the theater army ACofS, CMO, to obtain food, clothing, shelter, and health services from US military sources or US civil aid sources.

(c) Coordinates and supervises implementation of US policy and guidance for CMO support of TAACOM activities and operations.

(d) Establishes the requirement for indigenous labor (in coordination with the ACofS, personnel) and for material resources (in coordination with the ACofS, services) in support of

US forces in COMMZ, and evaluates and coordinates the effects of military use of indigenous labor and resources on the local civil economy.

(e) Establishes and maintains liaison with indigenous government officials within the COMMZ.

(f) Coordinates emergency civil assistance in the COMMZ when directed by theater army.

(g) Exercises staff supervision over operations of CMO support units operating in the TAACOM area of responsibility.

(7) An ACofS, comptroller.

(a) The scope and the number of functions assigned to the comptroller normally decrease as the level of armed conflict increases. This results primarily from legislative and executive actions. The TAACOM ACofS, comptroller, maintains close coordination with the theater army ACofS, comptroller. The finance and accounting officer, as principal staff assistant to the ACofS, comptroller, provides financial technical advice, evaluates the utilization of finance units and personnel in TAACOM, coordinates the work functions and programs of the various divisions of the office, and recommends actions to accomplish assigned missions.

(b) The ACofS, comptroller—

1. Provides general staff supervision over ADP activity. He monitors, reviews, and evaluates ADP systems and recommends appropriate changes to the chief of staff.

2. Analyzes TAACOM funding programs and budget guidance and recommends courses of action, coordinates and develops a command position on budgetary matters, prepares budgetary reports, performs periodic analysis of fund utilization, and provides guidance to the command on financial matters.

3. Conducts internal reviews of TAACOM headquarters and subordinate elements and also internal reviews of other COMMZ elements, as required.

b. *A Special Staff.* The special staff consists of the adjutant general (AG), the provost marshal (PM), the information officer (IO), the inspector general (IG), the staff judge advocate (SJA), the logistic readiness officer (LRO), and their sections. The ACofS, personnel, exercises staff supervision over the AG and the PM sections. The commander may desire that certain section chiefs coordinate directly with him on particular areas of interest. The staff sections themselves remain the responsibility of the chief of staff in routine matters.

(1) AG. The adjutant general's office oper-

ates under the general staff supervision of the ACofS, personnel. This office provides internal administrative services for TAACOM headquarters through its functionally organized branches.

(2) PM.

(a) A separate PM section is a special staff section in the TAACOM headquarters to plan and provide guidance on—

1. Discipline, law and order.

2. Traffic control and highway security.

3. Crime prevention and investigation.

4. Physical security for vital installations and depots.

5. Selection, training, and advice for indigenous civil, paramilitary, and military police forces and guidance on the employment of these resources.

6. Liaison and coordination with US host country and allied civil and military police.

(b) The PM exercises staff supervision over the separate military police battalions assigned to the ASGP and the area-oriented military police units from the military police brigade.

(c) *Staff relationships.*

1. The PM prepares general plans and guidance pertaining to military police in the TAACOM area and coordinates those plans and guidance with the following TAACOM staff sections:

(a) ACofS, personnel: maintenance of discipline, law and order and investigation and prevention of crime.

(b) ACofS, SPO: RAP, physical security, civil disturbances, and police intelligence.

(c) ACofS, services: traffic control, route and convoy security, and traffic and route information.

2. The PM prepares plans and provides guidance for military police units in the TAACOM area based on special requirements from the ACofS, personnel; ACofS, SPO; and ACofS, services.

(3) IO. The IO and his staff perform the tasks described in FM 101-5. Additional tasks include—

(a) In coordination with the ACofS, CMO, observing and analyzing trends in the indigenous public opinion.

(b) Insuring that information for public release has been reviewed for classified content and approved for release under theater army policies.

(c) Preparing the public information and troop information portions of TAACOM standing operating procedures and command orders.

(d) Coordinating with the ACoS, SPO, on troop information training.

(4) IG. The IG and his staff perform the tasks described in FM 101-5.

(5) SJA. The SJA is a personal staff officer of the commander as well as a special staff officer. He provides legal advice to the commander, staff, and subordinate commanders and has the responsibilities reflected in FM 101-5. The TAACOM SJA communicates directly with the SJA of superior and subordinate headquarters and the TASCOT major functional commands. The SJA exercises operational control of judge advocate general service organization (JAGSO) teams when attached to TAACOM headquarters. He also is responsible for determining and recommending the number of JAGSO teams required to provide support to the TAACOM.

(6) LRO. The TAACOM deputy commander has overall responsibility for the command's logistic readiness. He supervises the LRO. The LRO—

(a) Advises the TAACOM deputy commander on the status of logistic readiness of the command and on the forces supported.

(b) Exercises technical supervision of logistic readiness within the command.

(c) Develops plans and policies, establishes maintenance standards for inspection, prepares schedules for, and conducts technical inspections of, subordinate units and other units in the area of support responsibility as directed by the TAACOM commander.

(d) Coordinates with the appropriate staff section of the ASGP or TAACOM headquarters and the commanders of subordinate and supported units to provide advice and assistance on maintenance matters, repair parts, tool supply,

availability of maintenance personnel, and training of unit maintenance personnel.

(e) Develops plans and policies for evaluating, maintaining cognizance of, and presenting and making recommendations for improvement of the logistic readiness within the command.

(f) Determines the qualitative and quantitative status of equipment in relation to standards established for specific end items and organizational materiel.

(g) Reports and makes recommendations for corrective action to commanders and other responsible authorities, pertinent factors contributing to qualitative and quantitative deficiencies of equipment, such as manpower, money, training, conservation of equipment life, repair parts, tools, facilities, and maintenance management.

c. *A Personal Staff.* The commander's personal staff consists of the aides-de-camp, SJA, IG, and such other officers of the staff as the commander may elect to coordinate and administer directly with him instead of through the chief of staff. In most cases, these staff officers divide their time between the commander's personal staff and either the general staff group or the special staff.

d. A headquarters commandant, a headquarters company, and special troops.

(1) The headquarters commandant exercises operational control over the headquarters company and elements of special troops not assigned or attached to TAACOM subordinate organizations.

(2) The headquarters company serves as a carrier unit and provides shelter, mess, and supply services for personnel assigned and attached to the HHC and special troops.

(3) Special troops.

Section III. HEADQUARTERS SUPPORT ACTIVITIES

6-7. Automatic Data Processing Unit

a. The ADPU provides a large capacity ADPC for the TAACOM and the ENCOM. The ADPU also provides alternate automatic data processing support for other TASCOT computer centers. TAACOM functions that may utilize ADP services include—

- (1) Unit readiness reporting.
- (2) RAP.
- (3) Personnel management.
- (4) Materiel management.
- (5) Labor management.
- (6) Military police services.

(7) Budget, finance, and fiscal accounting services.

(8) Records administration.

b. The ADPU also provides alternate automatic data processing equipment (ADPE) support for other TASCOT computer centers. It can—

(1) Install, operate, and maintain general purpose data processors, including associated devices and data transmission terminals.

(2) Maintain a computer program library for local data processing requirement.

c. The ADPU (fig 6-3) is assigned to TAACOM headquarters on the basis of one per TAA-

COM. The ADPU is not involved in the management of the combat service support functions. It simply provides machine services. The ADPU uses computer programs developed centrally in the continental United States (CONUS) based on centrally developed functional systems. Programmers and ADP analysts in the ADPC are permitted to make only minor modifications to these systems. The ADPU has a limited capability for design and programing.

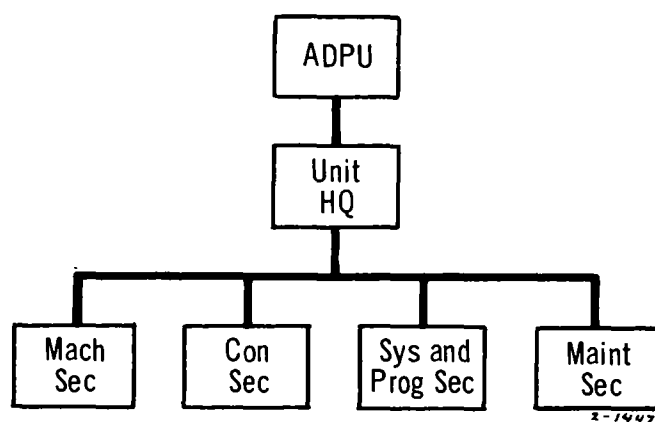


Figure 6-3. ADPU.

6-8. Materiel Management Center

a. An MMC, under the staff supervision of the ACofS, materiel, is a consolidation of the supply and maintenance staff activities formerly under the separate supervision of the ACofS, supply, and the ACofS, maintenance, into one general staff section. Consolidation permits the ACofS, materiel, to exercise centralized stock control and maintenance management over all TAACOM supply and maintenance assets. The MMC acts as a control center for materiel activities in the TAACOM through daily cognizance of supply and maintenance actions. The MMC implements supply and maintenance policies established by TAACOM and theater army headquarters. The MMC uses the facilities of the TAACOM computer center and its associated ADP services to operate in the combat service support system.

b. The TAACOM MMC includes several commodity divisions. Each commodity division's responsibilities include all aspects of supply and maintenance of end items and repair parts supply peculiar to the commodity. A commodity division chief is the single manager for the commodity assigned and has responsibility for the materiel management for that commodity. The system permits the ACofS, materiel, to look to the commodity division chief for resolution of supply and

maintenance problems peculiar to that commodity.

c. The MMC, with its commodity divisions, provides directives, policies, and instructions on supply and maintenance for implementation by the ASGP. Maintenance companies of the ASGP submit maintenance data and reports directly to the TAACOM MMC and the TAACOM ADPC. The TAACOM MMC provides the ASGP with pertinent information obtained through data processing and analysis and with other information necessary for control and supervision of materiel management. Instructions and guidance relating to routine operations are provided directly; instructions and guidance requiring command knowledge and attention are provided through command channels.

d. The organization of the MMC at TAACOM differs from other MMC in that it is oriented primarily toward maintenance management in accordance with the scope of the TAACOM mission. The deputy ACofS, materiel, is in charge of the MMC's operations. No control element is interposed between the ACofS, materiel, and the chiefs of the commodity divisions within the MMC.

6-9. Personnel and Administration Battalion

a. DS personnel and administrative support activities are centralized within the TAACOM. A personnel service center is formed to provide this support to all nondivisional troops in the COMMZ. The P&A battalion operates the personnel service center under the staff supervision of the TAACOM ACofS, personnel. The personnel service center is supported by the servicing ADPU. Requests for action are acted on by the P&A battalion within the policy of the respective headquarters supported. FM 12-2 provides a detailed discussion of command relationships, oper-

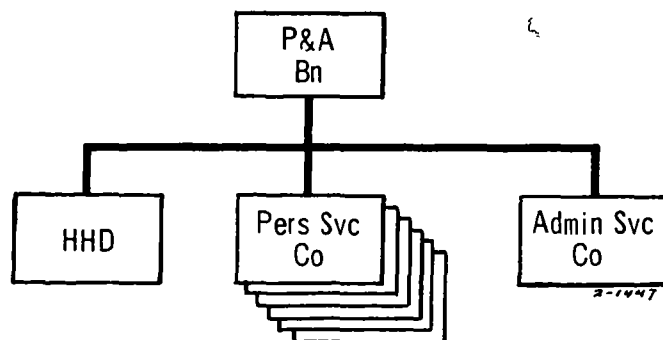


Figure 6-4. TAACOM P&A bn.

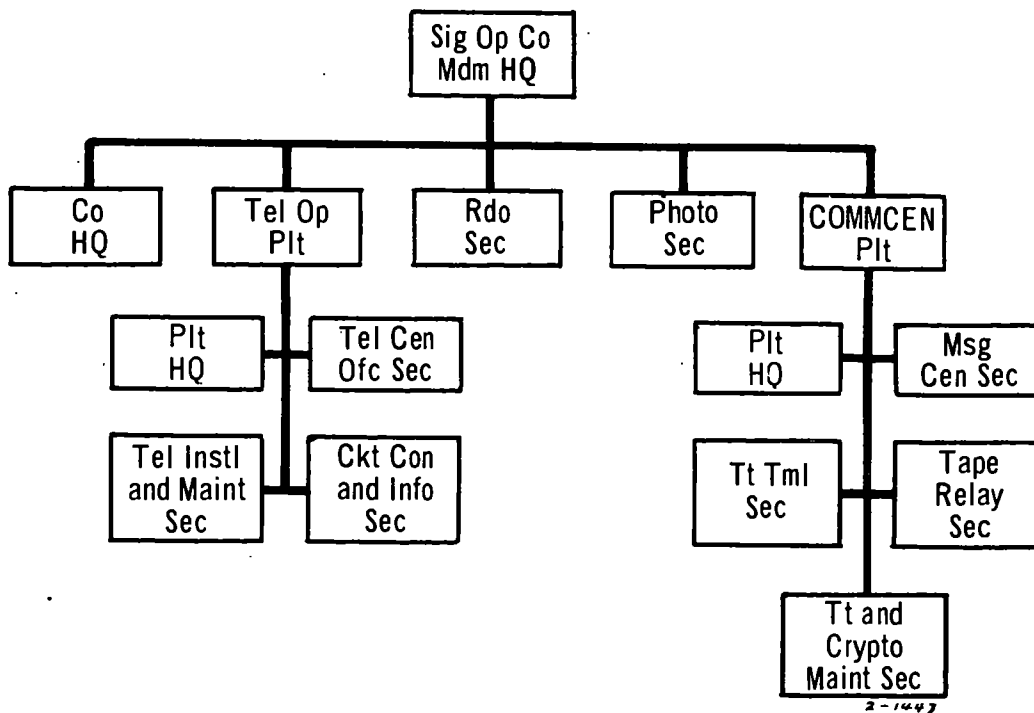


Figure 6-5. Sig op co, mdm HQ.

ational concepts, and organization and capabilities of P&A support.

b. The P&A battalion is assigned to the TAA-COM. Figure 6-4 shows the organization of this battalion.

6-10. Signal Operations Company, Medium Headquarters

The signal operations company, medium headquarters (TOE 11-127) (fig 6-5), provides internal signal communications facilities and photographic service. This company depends on signal units of the area communications system for trunking circuits and carrier termination facilities for integration into the area communications system. This company—

a. Installs, operates, and maintains, on a 24-hour basis, communications facilities for TAA-COM headquarters to include—

- (1) Manual telephone central office and local telephone system.
- (2) Circuit control and information services.
- (3) Secure tape relay and teletypewriter circuits.
- (4) Secure radio teletypewriter circuits.

b. Establishes and operates a message center that provides—

- (1) Message handling facilities.
- (2) Facsimile and data transceiver facilities.

(3) Motor messenger service within the supported headquarters complex and to its subordinate headquarters and to message relay stations operated by the signal messenger companies.

c. Performs photographic service on a 24-hour basis to include—

- (1) Still and motion picture coverage (except airphotography).
- (2) Operation of photographic laboratory for processing ground and airphotographic coverage (except air combat surveillance), as required.

d. Performs organizational and DS level maintenance of organic signal equipment.

e. Provides unit administration, supply and mess facilities, and organizational maintenance of organic arms, vehicles, and power equipment.

f. Depends on TOE 11-500 teams for additional communication capabilities.

g. The signal operations company, medium headquarters, is assigned to the theater army signal group, US Army Strategic Communications Command (USASTRACOM) (theater), and is under its operational control. It is attached to the TAACOM headquarters for administrative support.

6-11. Explosive Ordnance Disposal Elements

EOD support activities are controlled and super-

vised at the TAACOM headquarters by the ACofS, SPO. The EOD branch advises the ACofS, SPO, on the execution of the EOD support plan through an organic EOD control detachment (GB) and EOD detachments (GA). EOD detachments are assigned to the TAACOM and further attached to ASGP for administrative and logistic support, on the basis of one per ASGP.

a. The EOD branch—

(1) Provides staff supervision of EOD service in the COMMZ.

(2) Prepares directives governing EOD service in the COMMZ.

(3) Provides guidance to subordinate units relative to EOD service.

(4) Monitors, coordinates, and controls EOD support activities and the conduct of the explosive ordnance reconnaissance program.

(5) Advises the ACofS, SPO, on apportionment of personnel, units, special equipment, and the assignment of EOD incident priorities, as required.

b. Requirements for EOD service are reported to the rear area operations center (RAOC) at ASGP. RAOC reports the requirement to the control detachment attached to TAACOM. The control detachment assigns the requirement to the disposal detachment designated to provide EOD service in that geographical area or to the nearest available unit. Within the limits of established policy, EOD requirements may be reported directly to disposal detachments.

c. FM 9-14 contains details of the mission, res-

possibilities, functions, and method of operation for EOD units in the COMMZ.

6-12. Rear Area Protection Elements

RAP includes those actions taken before, during, or after attacks to avoid or reduce the effects of enemy actions, major accidents, or natural disasters. RAP includes rear area security and area damage control measures and associated political considerations.

a. Rear area security measures include all actions to prevent, neutralize, or destroy enemy attacks on units, activities, and installations in rear areas. These measures do not include active air defense operations or actions against enemy threats large enough to endanger the command. Attacks so great as to endanger the command as a whole are part of the main battle requiring use of reserves or combat units from forward areas and are beyond the scope of rear area security.

b. Area damage control includes those measures taken before, during, and after attack by nuclear or other weapons, or by natural disaster, to avoid and reduce their effects and to aid in the continuation or reestablishment of combat service support.

c. The TAACOM commander is responsible for planning, coordinating, and executing RAP in the COMMZ. Normally, he further delegates responsibility for coordination and execution of RAP within an ASGP area to the ASGP commander. The ASGP commander accomplishes these functions through the assigned RAOC. Organization and functions of a RAOC are explained in FM 31-85.

Section IV. TAACOM SUBORDINATE UNITS

Note. TAACOM subordinate units provide support in conformance with policies, priorities, and allocations established by TAACOM headquarters.

6-13. Military Intelligence Group

A military intelligence group, counterintelligence, with a subordinate military intelligence company, counterintelligence, at each ASGP and with its other organic and attached units, provides counterintelligence assistance. The organization functions under the staff supervision of the ACofS, SPO. Chapter 8 provides additional discussion of military intelligence support.

6-14. Military Police Brigade

A military police brigade with a subordinate military police battalion at each ASGP and other or-

ganic units, provides all military police support required for the area-oriented military police missions in COMMZ, the security and guard missions for the other major TASCOCOM commands, and the command security for theater army headquarters. The brigade functions under the staff supervision of the TAACOM ACofS, personnel, for maintenance of law and order, discipline, and investigation and prevention of crime; under the staff supervision of the ACofS, SPO, for RAP, physical security, and civil disturbances; and under the staff supervision of the ACofS, services, for control and security of traffic, movement security for critical and sensitive supplies, and security of designated personages. Chapter 9 contains a further discussion of military police support.

6-15. Area Support Groups

ASGP are structured with necessary operating units to provide direct combat service support (less ammunition, COMSEC, map supply, and

medical support) for the TASCOC commands and other designated forces in COMMZ. Chapter 7 contains a detailed discussion of the organization, functions, and operation of an ASGP.

CHAPTER 7

AREA SUPPORT GROUP

Section I. GENERAL

7-1. Mission and Functions

a. Mission. Area support groups (ASGP) are assigned areas of responsibility depending on densities of military units and materiel to be supported and the political boundaries and identifiable terrain features. The ASGP normally is assigned to theater army area command (TAACOM) on the basis of one per 15,000 to 30,000 troops to be supported in the communications zone (COMMZ). ASGP provide direct combat service support (less medical, COMSEC, map supply, and ammunition) to units located in or passing through the COMMZ. They depend on other organizations for security, personnel administration, and communication support. The ASGP are organized for specific missions that theater army assigns through TAACOM headquarters. They will assist those supported installations of the other theater army commands in matters within the purview of the ASGP's responsibility.

b. Functions. ASGP perform functions that may include—

- (1) Personnel services (less centralized personnel and administrative services).
- (2) Legal services.
- (3) Maintenance services (except ammunition and medical).
- (4) Transportation services.
- (5) Supply and services (except ammunition, communications security (COMSEC), map supply, and medical supply).
- (6) Military police support.
- (7) Military intelligence support.
- (8) Rear area protection (RAP).
- (9) Collection, classification, and salvage of supplies and equipment.
- (10) Finance services.

7-2. Organization

Figure 7-1 depicts the organization of the TAACOM ASGP.

7-3. Command Relationships

a. With TAACOM. The ASGP is a major subordinate command of the TAACOM.

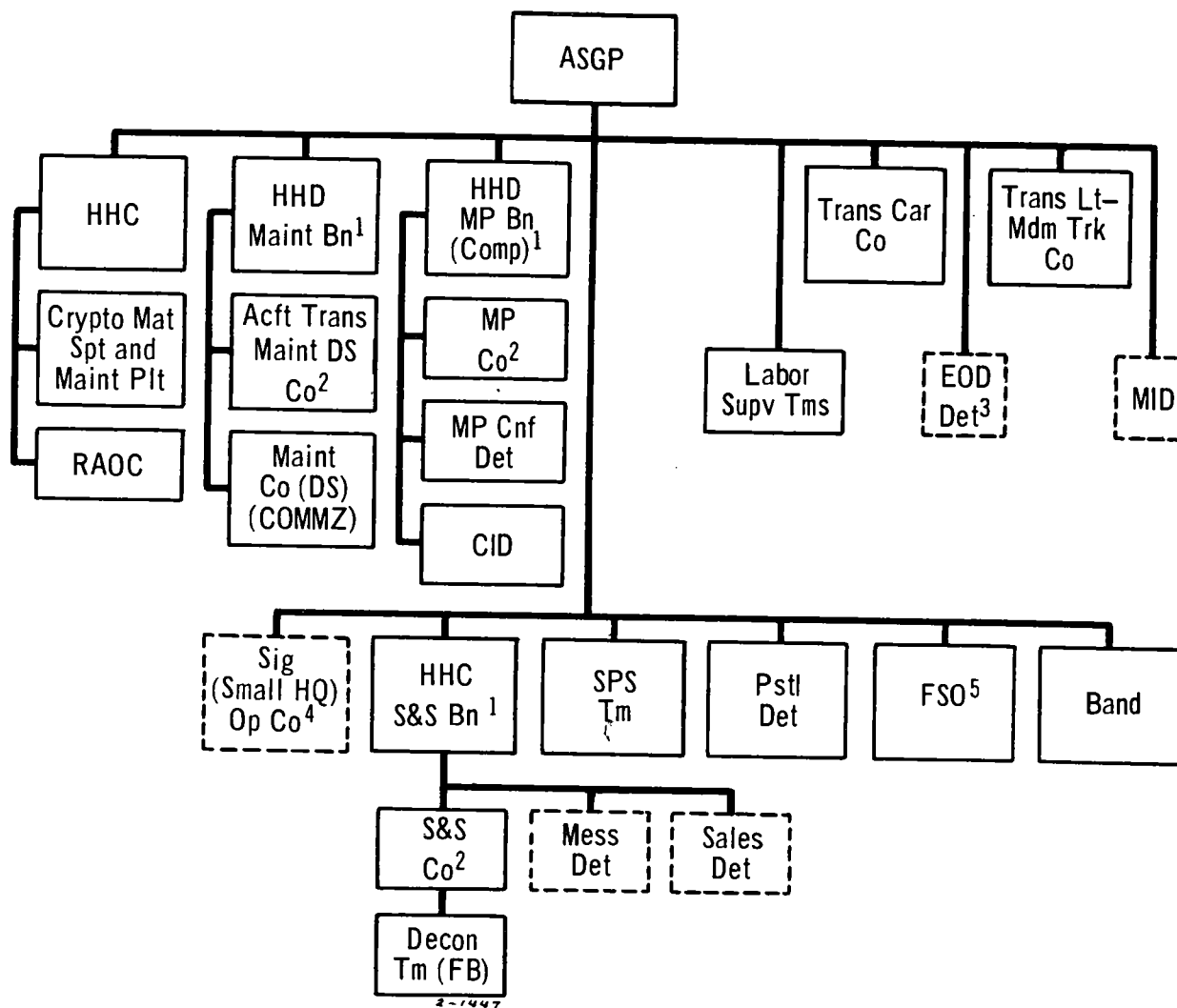
b. With Units of Other Commands Located Within the Group Area. A host-tenant relationship exists between the ASGP and supported units in the area.

7-4. Concept of Operation

a. The ASGP is established as a major subordinate element of the TAACOM. Group operating units provide direct support (DS) combat service support for the theater army commands, other TASCOM commands, and for other designated forces in the COMMZ. The group is organized for specific missions assigned by TAACOM headquarters. Elements of the group are deployed in proximity to supported forces where practicable; however, requirements for dispersion and security must be considered. The ASGP headquarters plans, coordinates, and supervises intelligence, physical security, explosive ordnance disposal (EOD), and RAP activities within a designated portion of the COMMZ.

b. When normal TASCOM command and control channels, i.e., through TASCOM functional commands, are disrupted, TASCOM may direct the ASGP commander to assume command and control of all TASCOM operations in the group operational area. The senior officer present from each TASCOM command conducting operations in the ASGP operational area then assumes control of mission activities under the ASGP commander. This period of control by the ASGP commander should be brief; TASCOM functional commands reassume control at TASCOM direction. ASGP headquarters staffing for normal operations, with augmentation by functional commands in emergencies, provides a staff to assume the additional staff load for short periods.

c. The senior medical officer of the medical command (MEDCOM) in the group operational area provides medical staff advice to the ASGP commander.

**LEGEND**

 Attached units.

- ¹Assigned as required when 3 or more subordinate elements are employed.
²Assigned as required.
³Attached as required.
⁴Attached less operational control.
⁵Finance service organization.

Figure 7-1. TAACOM ASGP.

Section II. ASGP HEADQUARTERS

7-5. Mission and Functions

a. Mission. ASGP headquarters—

(1) Provides command and control of assigned and attached combat service support units forming a composite, multifunctional organization.

(2) Plans for, and directs the provision of, DS combat service support on an area basis to

theater army and other US and allied units, as directed, in a designated portion of the COMMZ.

(3) Controls and coordinates physical security and RAP in the ASGP area.

b. Functions. The ASGP headquarters performs its mission by—

(1) Providing the organizational structure, personnel, and equipment required for command,

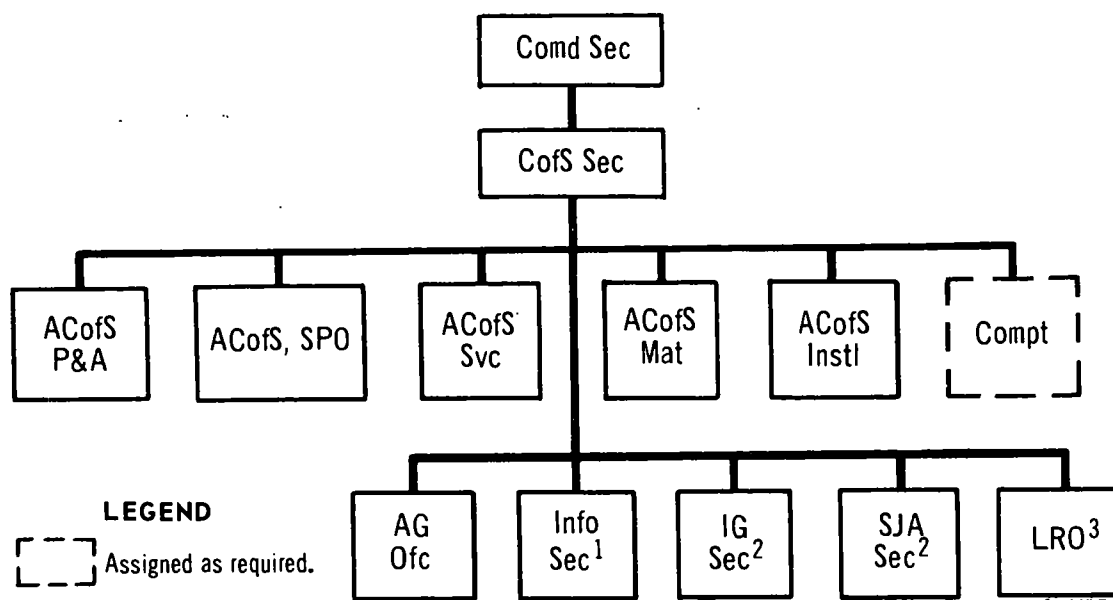


Figure 7-2. ASGP HHC.

control, staff planning, and supervision of assigned or attached units.

(2) Planning and directing the provision of DS supply, maintenance, local transportation, and field services (less medical, COMSEC, map supply, and ammunition support and centralized personnel and administrative services) on an area basis to units in a designated portion of the COMMZ.

(3) Planning, coordinating, and supervising intelligence, physical security, and RAP activities in a designated portion of the COMMZ.

(4) Planning, directing, and supervising the establishment and operation of cantonment-type facilities and the provision of installation services for support of tactical and support units that are deployed and operate out of a semifixed base area. This does not include construction or real property maintenance activities (RPMA) support, which are functions of ENCOM.

(5) Providing functional support in areas that parallel those of the assistant chief of staff (ACofS), personnel and administration (P&A); ACofS, security, plans, and operations (SPO); ACofS, installations; ACofS, services; and ACofS, materiel; of the general staff sections of the TAACOM headquarters.

7-6. Organization

Figure 7-2 depicts the organization of headquarters and headquarters company (HHC), ASGP.

7-7. Command and Staff Relationships

a. *General.* Command and staff relationships as described in FM 101-5 apply to ASGP headquarters.

b. *Responsibilities and Duties of the ASGP Staff.* ASGP headquarters analyzes missions; plans and allocates resources to subordinate units and installations; coordinates RAP matters; and, in general, insures the most efficient control and employment of personnel, materiel, and facilities in providing combat service support to designated forces. The staff elements of this headquarters perform the following functions. (Responsibilities and duties of staff officers as described in FM 101-5 apply to the ASGP staff and generally are not repeated in this section.)

(1) The ACofS, P&A—

(a) Analyzes personnel management data received from the supporting personnel services company and takes appropriate action.

(b) Assumes the following functions when a comptroller is not authorized in the ASGP:

1. Reports control.
2. Staff supervision of finance service.

(2) A comptroller is added to the ASGP staff at the discretion of higher headquarters. The comptroller advises and assists the commander on matters pertaining to finance service, management engineering, programing and budgeting,

and internal review matters. FM 14-3 describes comptroller functions in detail.

(3) The ACofS, SPO—

(a) Provides guidance and exercises general staff supervision over the rear area operations center (RAOC). RAP operation is covered in greater detail in FM 31-85.

(b) Provides staff guidance and planning for physical security activities.

(c) Prepares planning guidance, policies, and programs pertaining to command organizations, operations, and functions.

(d) Develops and maintains troop basis.

(e) Develops command orders.

(f) Develops policies and guidance for the group headquarters and assigned/attached subordinate units and the training thereof.

(g) Coordinates displacements of subordinate commands and assignment of facilities.

(h) Develops plans and policies for collecting, processing, and disseminating intelligence.

(i) Coordinates the intelligence activities of the attached military intelligence detachment, counterintelligence.

(j) Maintains liaison with civil affairs/psychological operations (CA/PSYOP) units operating in the ASGP area.

(k) Exercises staff supervision over communications service as it applies to operations.

(4) The ACofS, installations—

(a) Advises and assists the ASGP commander in all matters pertaining to engineer support.

(b) Plans and coordinates requirements for installation support operating stocks.

(c) Prepares and coordinates the group construction program, including approved requests from using units, for submission through command channels to theater army support command (TASCOM).

(d) Prepares, coordinates, and submits through command channels to engineer command (ENCOM) all plans and requests for minor new construction in accordance with TASCOM policies. (The limits of minor new construction will be stated in the theater construction program. Only that minor new construction that does not affect the established programs and priorities will be undertaken.)

(e) Provides liaison with supporting construction units and performs user inspection of completed construction as a precondition to tenant occupancy by the ASGP.

(f) Provides water supply services to ASGP units.

(g) Provides liaison with supporting RPMA organizations.

(5) The ACofS, services, exercises staff supervision over transportation and field services.

(6) The ACofS, materiel—

(a) Provides technical and administrative coordination and supervision over materiel activities of the group and tenant units within the group in accordance with plans, programs, and policies of the group and higher headquarters.

(b) Plans, schedules, and conducts inspections of the supply and maintenance activities of the group and tenant units as directed.

(c) Provides advice, recommendations, and technical information to the commander and staff on all materiel matters relating to operations, requirements, and capabilities and limitations of group and tenant units as directed.

(d) Provides technical assistance and advice to subordinate and tenant units.

(e) Maintains information on current and anticipated workloads and operations to facilitate planning and supervision of the group mission effort; recommends realignment of support missions as necessary to compensate for excessive workloads; and recommends increases in group capability or changes in group mission because of overall excessive group workload.

(f) Develops the materiel portion of group orders.

(g) Recommends deployment of supply and maintenance units of the group.

(h) Determines technical training requirements of subordinate units and makes scheduling recommendations to the ACofS, SPO, and supervises such training.

(i) Determines reporting requirements; provides staff advice on format, content, and frequency of required reports; evaluates, utilizes, and disseminates materiel management information provided by higher headquarters; and takes or recommends action to remedy problems or to improve efficiency.

(j) Determines requirements and makes recommendations on military or civilian labor augmentation for subordinate units.

(k) Recommends supply levels based on directives of higher headquarters.

(l) Periodically reviews authorized stockage lists of subordinate units to insure stockage matching requirements.

(m) Supervises implementation of supply

procedures (requisition, issue, storage, and accounting) and modifications thereto.

(n) Supervises implementation of policies, priorities, allocations, and criteria for controlled items.

(o) Coordinates and controls local procurement.

(p) Coordinates and supervises salvage and property disposal activities of subordinate and tenant units.

(q) Recommends and supervises implementation of approved procedures and insures conformance to priorities established for maintenance support and issuance of operational readiness float stocks.

(r) Coordinates and supervises the classification of captured, abandoned, and unserviceable materiel.

7-8. Special Staff

The special staff consists of—

a. An adjutant general (AG) whose office provides internal administrative services to the ASGP headquarters to include a distribution center, reproduction facilities, central classified document control and repository, forms management, and library service for headquarters correspondence and publications. It coordinates with the servicing Army Post Office (APO) for receipt and dispatch of headquarters official mail and coordinates and provides liaison with the servicing central records library for difficult or specialized records not retrievable by headquarters staff sections with their input-output devices. It operates under the staff supervision of the ACofS, P&A.

b. An inspector general (IG) who with his staff performs the tasks described in FM 101-5.

c. A staff judge advocate (SJA) who with his staff performs legal functions described in FM 101-5.

d. An information officer (IO) who with his staff performs the functions described in FM 101-5.

e. A logistic readiness office (LRO). The group chief of staff, as the group logistic readiness officer, supervises the LRO. Functions of the LRO are outlined in chapter 6, section III, and AR 11-14.

7-9. Company Headquarters

This headquarters—

a. Commands special troops and supervises and coordinates the headquarters commandant activities of the command.

b. Provides for housekeeping, billeting, supply, food service, security, and maintenance of the headquarters.

c. Supervises operation and maintenance of organic motor transportation and coordinates the use of supplemental transportation, required by the group headquarters.

d. Establishes and supervises training and administrative programs for enlisted men of the HHC.

e. Arranges for movement and physical organization of the headquarters under supervision of the ACofS, SPO.

f. Controls and allots space within the headquarters area under the supervision of the ACofS, P&A.

g. Coordinates internal headquarters communication requirements with the attached signal support company.

h. Provides for the execution of the above functions in two locations when required during displacement of the headquarters.

Section III. PERSONNEL SERVICES

7-10. Mission and Functions

a. *Mission.* The ACofS, P&A, coordinates and provides DS personnel, administrative, fiscal accounting, and morale services in the ASGP area of responsibility.

b. *Functions.* The ACofS, P&A, supervises activities that provide the following support:

(1) Chaplain, postal, band, special services, law and order, labor, and miscellaneous personal services.

(2) In addition to coordinating routine

group personnel actions (the primary source of personnel service support is the TAACOM P&A battalion) and internal administrative services for the ASGP headquarters, the ACofS, P&A, is the coordinating staff officer for separate table of organization and equipment (TOE units that perform the functions listed in (1) above and exercises staff supervision thereof.

7-11. Concept of Operation

a. *Chaplain Services.* The staff chaplain ad-

vises the commander and staff on all matters of religion, morals, and morale as affected by religion and operates a religious program for the group and such other chaplain support activities, as directed.

b. Postal Services. The ASGP postal service organization (APO) (TOE 12-550) operates under the supervision of the ACofS, P&A. The postal service organization locates its teams throughout the area supported. The ASGP mail processing team receives bulk mail from and dispatches bulk mail to personnel command (PERSCOM) general support (GS) postal units. The mail processing team processes incoming mail for units served. Troop units receive their incoming mail from DS mail processing teams. Outgoing continental United States (CONUS) mail is not sorted by the mail processing team (sorting mail by zip code is accomplished in CONUS). Postal finance teams provide postal services other than mail handling for units and individuals served. The APO headquarters is responsible for accounting for postal moneys and postal effects.

c. Army Band. The Army band (TOE 12-107) provides band music for military ceremonies and special services activities conducted within the ASGP area. It also provides support to units on an on-call basis and provides "combos" for special services rest areas.

d. Special Services. A service team of the special services detachment (TOE 12-18) provides a rest area. The rest area, supervised by one team, can provide facilities for rest and relaxation for a maximum of 750 personnel. Additional special services teams are assigned to the ASGP on an as-required basis. Other units must support the

team to provide such additional support as chaplain, finance, postal, exchange, bath, and medical.

e. Law and Order. The headquarters and headquarters detachment (HHD), military police battalion, and its assigned or attached units maintain law and order by providing—

- (1) Control of traffic.
- (2) Crime prevention.
- (3) Criminal investigation.
- (4) Circulation control of individuals.
- (5) Assistance in RAP.
- (6) Confinement facilities for military personnel.
- (7) Physical security.

f. Labor Service. Although staff supervision of labor rests primarily with the ACofS, P&A, all other staff sections are concerned with the use of labor within their functional areas.

(1) The labor service organization is composed of teams (TOE 20-20) to provide command, administration, and labor supervision (less first-line supervision) of non-US labor elements that are assigned to the ASGP and that may be working either for the ASGP or other TASCOT elements located in the ASGP area of responsibility. These teams function as a civilian personnel office and are responsible for the procurement, training, relocation, and housing of labor; they also are responsible for safety standards, policies regarding wages and hours of work, unemployment subsidies, compensation for injuries, and like matters that are governed by higher headquarters and the applicable provision of law.

(2) First-line supervision, transportation to and from worksites, and provision of work tools are responsibilities of the using unit.

Section IV. MAINTENANCE SERVICES

7-12. Mission and Functions

a. Mission. A maintenance battalion normally performs the DS maintenance and repair parts supply portion of the group mission. This battalion contains an HHD; one or more maintenance support companies, COMMZ; and, if required, one or more transportation aircraft maintenance DS companies. These units provide DS maintenance and repair parts through the COMMZ. When less than three maintenance companies are assigned to an ASGP, a battalion-type organization using a battalion HHD is not employed. Instead, the maintenance companies operate directly under the supervision of the ASGP ACofS, materiel.

b. Functions. Maintenance elements provide DS maintenance services by performing the following functions:

(1) Equipment repair, to include automotive, construction, electrical generation, refrigeration, air compressor, electronics, chemical weapons, materials handling equipment, office machines, heavy canvas and leather items, small arms, signal equipment, topographical equipment, and when an aircraft maintenance unit is included, aircraft and related items.

(2) Direct exchange (DX) of serviceable for unserviceable components.

(3) Issue of repair parts.

(4) Technical inspection of equipment and materiel.

(5) Evacuation of unserviceable equipment requiring GS maintenance to designated materiel command (MATCOM) field depots.

(6) Classification and evacuation of unserviceable items.

(7) Technical assistance and advice to supported units.

(8) Provision of operational readiness float.

7-13. Concept of Operation

a. The maintenance workload of group maintenance units is predicated on mission assignments directed by group. The TAACOM assigns group responsibility for providing maintenance support to all units within or passing through a specified area. Each maintenance battalion deploys its subordinate units in a manner best designed to satisfy support requirements in this area and assigns support missions to the maintenance companies. However, instructions and guidance that affect the operations of maintenance support companies are provided through command channels (e.g., TAACOM to ASGP, to maintenance battalion, to maintenance support company).

b. The ACofS, materiel, and his staff exercise staff supervision of group maintenance operations.

c. Maintenance management guidance relative to recurring and special reports, The Army Maintenance Management System (TAMMS) data usage, and related maintenance management information are available to operating maintenance units from the materiel management center (MMC). A direct line of communications (LOC) exists between the maintenance battalion of the ASGP and the TAACOM headquarters MMC and the automatic data processing center (ADPC).

7-14. Organization and Capabilities

a. A maintenance battalion (fig 7-3) and assigned or attached maintenance units provide DS maintenance support within the ASGP. This support is furnished on an area basis to units located in the COMMZ or passing through it. Medical materiel, ammunition, cryptomaterial, US Army Security Agency (USASA) managed items, airdrop equipment, and light textiles and footwear are excluded from this support.

b. HHD, maintenance battalion (TOE 29-136), provides command and control and technical, administrative, and operational supervision of assigned or attached units. It can command and direct the operations of from three to seven maintenance companies, which will include any required combination of maintenance DS companies, COMMZ, and transportation aircraft DS maintenance companies. This headquarters is assigned on the basis of one per ASGP when three or more maintenance companies are assigned to an ASGP.

c. The maintenance company (DS) (COMMZ) (TOE 29-427) provides DS maintenance of all equipment except medical, ammunition, COMSEC logistics, aircraft, airdrop equipment, light textiles, and footwear. This company can perform equipment repair, DX of unserviceable components, issue of repair parts, technical inspection of equipment and materiel, and evacuation of unserviceable equipment. These units are attached to the HHD, maintenance battalion, when required, or operate directly under the ASGP headquarters.

d. The transportation aircraft maintenance DS company (TOE 55-457) provides DS Army aircraft maintenance, supply, and recovery support. Assignment to an ASGP is predicated on equipment density. When used, this company may be attached to an HHD, maintenance battalion; or it

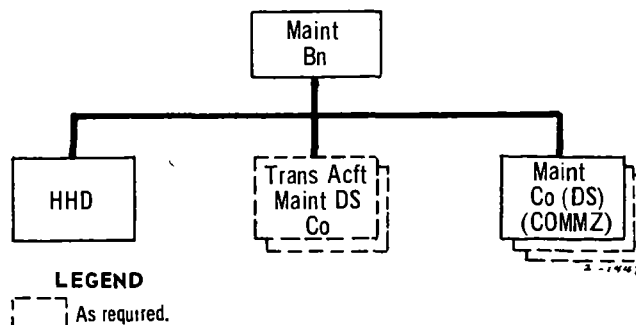


Figure 7-3. ASGP maint bn.

may operate directly under the ASGP headquarters. Support provided includes DS maintenance supply and aircraft recovery support; on-call mobile maintenance teams for onsite support of aircraft; and maintenance of the prescribed supply

level of aircraft parts for types of aircraft supported.

e. FM 29-23 contains details on organization and operations of TAACOM maintenance support units.

Section V. TRANSPORTATION SERVICE

7-15. Mission and Functions

a. *Mission.* The transportation service organization provides motor transport for the ASGP to meet local routing and recurring requirements.

b. *Functions.* The transportation service provided under the ASGP includes staff transportation functions and advice; installation transportation activities for units in the areas that are not authorized transportation or acting transportation officers; and motor transport service to meet intragroup shipments of cargo and personnel, as required.

7-16. Concept of Operation

a. Transportation staff functions and advice and installation transportation office activities are provided by Transportation Corps personnel authorized in the ASGP headquarters ACofS, services staff section. Staff functions are outlined in FM 101-5 and FM 55-1. Installation transportation functions include preparation of waybills and government bills of lading (GBL) and transportation requests for shipments originating in the ASGP area and receipting waybills and GBL on inbound shipments. The installation transportation officer may operate rail transportation offices (RTO) within his area of responsibility. Augmentation by appropriate teams from TOE 55-520 and TOE 55-580 will be required for operation of RTO.

b. Motor transport service is provided the group from two sources:

(1) A light-medium truck company and a car company attached to the ASGP. The light-medium truck company and the car company provide motor transport to meet local routine and recurring requirements in support of the entire ASGP. These companies provide a means for intragroup shipment of cargo and personnel and

daily distribution of supplies to support units. These units are not employed for intradepot operations. The light-medium truck company and the car company are employed under the staff supervision of the ASGP ACofS, services' staff transportation officer. He receives transport requirements for local transport from all activities of the group and commits the assets of the companies to accomplish the moves. The transportation officer relays requirements for local transport in excess of the ASGP's capabilities to the transportation movements office (TMO) located in the group area for accomplishment. Details of motor transport operations are presented in FM 55-30.

(2) The transportation command (TRANSCOM) furnishes motor, rail, and air transport service as required for backup support to the ASGP. Requirements for backup motor, rail, or air transport are placed on the local TMO by the transportation officer. The TMO determines the type of support to be furnished based on the characteristics and priorities of the shipment.

7-17. Organizations and Capabilities

a. The transportation car company (TOE 55-19) consists of three platoons, equipped with sedans, 1/4-ton trucks, 3/4-ton trucks, and trailers. When augmented, this unit provides drivers for 24-hour operation. Assignment of one company per ASGP provides support to the headquarters and other units on an area basis.

b. The transportation light-medium truck company (TOE 55-67) is equipped with sixty 2 1/2-ton trucks and ten 5-ton tractors with twenty 12-ton semitrailers to provide general transport for personnel and equipment. The availability of two trailers per tractor provides flexibility in supporting shippers and receivers. It is assigned on the basis of one per ASGP.

Section VI. SUPPLY AND SERVICES

7-18. Mission and Functions

a. *Mission.* Supply and services receives, stores, issues, and distributes all classes of supplies less classes V and IX and maps and those

associated with cryptologistics, marine and rail equipment, airdrop materiel, and aircraft.

b. *Functions.* Supply and services are fulfilled by performing the following functions:

- (1) Supply distribution.
- (2) Army exchange sales.
- (3) Laundry and emergency impregnation of protective clothing.
- (4) Renovation.
- (5) Bath.
- (6) Food service.
- (7) Graves registration.
- (8) Bakery services.
- (9) Decontamination services.
- (10) Disposal and salvage.

7-19. Concept of Operation

The supply and service organization is determined by the nature of the missions of the particular ASGP to which the supply and service elements are assigned.

a. Supply Operations. The assigned DS supply and service companies provide supply of class I, II, III, IV, and VII items. The MATCOM provides ammunition support and the ENCOM provides map support. The commanding officer of the supply and service company is responsible for maintaining these levels through requisitions and transmits them to the TAACOM MMC. Ammunition DS units may be assigned to the ASGP if consumption rates warrant such assignment.

b. Service Functions. The DS supply and service company provides laundry, bath, renovation, graves registration, and salvage as its major service functions. A decontamination team and a salvage and service platoon provide the additional functional capabilities, as required. The decontamination capability is provided by the attachment of one or more FB decontamination teams from TOE 3-500.

c. Local Procurement. MATCOM provides central procurement of supplies and nonpersonal services, except those that are the responsibilities of other commands. DS procurement of supplies and nonpersonal services is limited to small, local purchases supported by an imprest fund or petty cash account. Suitable staffing is provided for a pur-

chasing and contracting element in the ACofS, materiel section, ASGP headquarters. The ACofS, installations, coordinates the local procurement of real estate with the ENCOM RPMA organizations.

d. Property Disposal. Reportable excess personal property is evacuated through supply channels to designated field depots. All other excess personal property will be given local area screening by the MATCOM MMC prior to disposal in accordance with the TAACOM standing operating procedure (SOP). When contractual services are involved in any disposal action, the group purchasing and contracting officer, with legal service provided by the judge advocate, provides contracting services.

7-20. Organizations and Capabilities

a. HHC, supply and service battalion (TOE 29-146), supervises two or more supply and service companies and other service-type units. The HHC, supply and service battalion, is assigned to the ASGP, when required. It can provide support for from 15,000 to 30,000 nondivisional troops, depending on the number of subordinate operational units assigned or attached or both. The battalion headquarters may exercise centralized control of equipment of company supply offices in the battalion operations section.

b. The supply and service company, DS (TOE 29-147), is the basic operational element in this supply and service structure. It may be attached either directly to an ASGP or to a supply and service battalion. The company contains a headquarters; a supply office; a supply platoon; a petroleum platoon; a graves registration section; an organizational section; and when employed in the COMMZ, an attached decontamination team FB and a salvage and service platoon. The company operates supply points to receive, store, issue, and distribute class I, II, III, IV, and VII supplies except cryptologistics, airdrop items, aircraft, and repair parts.

Section VII. INSTALLATION SUPPORT

7-21. Mission

The ASGP serves as a focal point for coordinating all requirements for engineer support in the group area.

7-22. Concept of Operations

a. The ENCOM provides construction, rehabilitation, major repair, and RPMA support for the

theater in accordance with TASCOT directives.

b. The ASGP ACofS, installations, coordinates maintenance, repair, and minor construction requests within the area of the ASGP. All requests for RPMA work are sent through the installations section to the ENCOM RPMA organizations operating in the group area.

c. Requirements for construction or rehabilitation for facilities that exceed the capabilities of RPMA organizations are sent by the ASGP installations section through command channels to the headquarters having approval authority, as specified by theater army headquarters construction policy. If the task is approved, ENCOM construction units will accomplish the work.

d. ASGP headquarters is responsible for preparing the construction program for all facilities in the group area. Therefore, this headquarters serves as the focal point or channel through which all actions concerning the construction program must pass. Regardless of the command channels involved, all requests for construction in the group's area of responsibility are forwarded

to ASGP headquarters, where the ACoS, installation, takes necessary staff action in accordance with policies established by higher headquarters. Such an arrangement requires the ACoS, installations, to monitor construction needs and activities closely throughout the group's area of responsibility.

e. The ACoS, installations, establishes close liaison with ENCOM construction units operating in the group area and acts as the user's representative in coordinating facilities requirements with construction units.

7-23. Organizations and Capabilities

FM 101-10-2 contains details of the installation support teams.

Section VIII. MILITARY POLICE SUPPORT

7-24. Mission and Functions

In accomplishing its primary mission of the maintenance of discipline, law and order, the military police support organization conducts the following operations in each ASGP: military police stations, consisting of a military police desk, a radio net control station, and a confinement fa-

cility; patrols and posts; criminal investigation; traffic control; circulation control of individuals; and assistance of RAP.

7-25. Organization

Detailed discussion of military police operations and organizations in the ASGP appears in chapter 9 and FM 19-4.

Section IX. FINANCE SERVICE ORGANIZATION

7-26. General

The TAACOM, using finance service organizations (FSO) (TOE 14-500) provides finance support to nondivisional units in the COMMZ. FSO are assigned to the ASGP under TAACOM headquarters and provide finance service on an area/population basis. The finance services provided by finance service organizations are generally those involved in disbursement of military pay and allowances, travel claims, and miscellaneous payments; receipt of public funds; and maintenance of the individual's personal financial record.

7-27. Concept of Operation

a. The FSO is employed to provide finance ser-

vice to nondivisional elements of the COMMZ within a specific geographical area of installation. Forward service teams (FST) may be organized under a mobile team concept to provide on-site financial service to organizational elements at varying distances from the FSO.

b. Provision for the continuing support of the FSO remains a responsibility of the command to which assigned.

c. A technical channel for the flow of documents exists between the accounts of finance organizations and the finance general support group (FGSG) (located at theater army headquarters). Detailed discussion of the FGSG is contained in FM 14-3.

Section X. OTHER SUPPORT SERVICES

7-28. COMSEC Logistic Support

A United States Army Strategic Communications Command (USASTRATCOM) COMSEC logistic support unit may be attached to ASGP headquarters to provide—

a. Integrated management of COMSEC materiel.

b. Stock control of COMSEC equipment, ancillary items, special tools and test equipment, designated repair parts, and software.

c. Collection, maintenance, and reporting of COMSEC logistic data as prescribed.

d. Management and control of joint and allied COMSEC software, as directed.

e. Receipt, storage, and issue of COMSEC materiel.

f. DS and GS maintenance of COMSEC materiel.

g. Mobile maintenance contact teams.

FM 11-23 contains details on COMSEC logistic support to the army in the field.

7-29. Communication Support

a. General.

(1) *Mission and Functions.* The signal small headquarters operations company (TOE 11-147) provides internal signal communication facilities and photographic service for the ASGP headquarters. Functions performed include installation and operation of manual telephone central office and local telephone systems; provision of secure radioteletypewriter, cryptographic facilities, and a message center; operation of ground messenger services; still and motion picture coverage (except air); and processing of ground and air still photographic coverage (except air combat surveillance).

(2) *Command relationships.* The theater army signal group, USASTRATCOM (theater), exercises command and operational control over supporting signal units. The supporting signal operations company is attached for administrative support to the ASGP.

b. *Concept of Operation.* The signal small headquarters operations company installs, operates, and maintains a terminal-type communication facility at the supported headquarters. This company performs organizational and DS maintenance of its organic signal communication and photographic equipment. This unit depends on other signal units for trunking facilities (long lines) and on TOE 11-500 teams for additional signal communication capabilities, when required.

7-30. Medical Support

a. *General.* The ASGP has no medical units assigned or attached and must receive medical support (to include dispensary service, evacuation, and hospitalization) from MEDCOM facilities on an area basis. This concept of medical support involves the delineation of support responsibility by geographical area. It includes the provision of unit-level medical support to organizations that have no organic medical support personnel and the provision of required higher levels of support. Medical support under this concept is re-

ferred to as "area medical support" and is the method normally used for the support of COMMZ troops. Medical units required for this support are allocated based on troop strength and are established when troop concentration dictates. The senior medical commander located within the geographic boundaries of an ASGP will normally provide medical staff advice for the ASGP commander.

b. *RAP Medical Support.* The senior surgeon located within the geographic boundaries of an ASGP normally is responsible for designating a medical liaison representative to develop medical RAP plans to furnish the medical support for the ASGP commander's RAP plan. Once developed, the medical RAP plans are coordinated with the MEDCOM to insure availability of adequate medical means to accomplish all assigned missions.

7-31. Military Intelligence Support

a. *General.* A military intelligence company, counterintelligence, attached to each ASGP, operates under the staff supervision of the ACofS, SPO, receiving technical assistance and supervision from the military intelligence group headquarters normally collocated with TAACOM headquarters. Certain military intelligence operations concerning the entire COMMZ, e.g., movement control of suspected enemy agents, are freely coordinated among all headquarters to insure expeditious and timely coverage. Maximum cooperation/coordination with the military police units is maintained through direct liaison.

b. *Organizations and Capabilities.* Chapter 8 contains a discussion of the organizations and capabilities of military intelligence support in the ASGP.

7-32. EOD Support

a. General.

(1) *Mission and functions.* EOD detachments are designed to locate, identify, render safe, remove, and destroy explosive ordnance, including munitions containing chemical or biological agents or nuclear material that constitutes a hazard or detriment to military and civilian operations and personnel.

(2) *Organization.* EOD support for the ASGP is provided by an EOD detachment (GA) (TOE 9-520).

(3) *Command relationships.* Staff supervision and command and control of the EOD detachments are exercised by the EOD control detachment (GB) assigned to the TAACOM. This

detachment is under the operational control of the ACofS, SPO. Normal staff relationships exist with other headquarters and units.

b. Method of Operation. Requirements for EOD service are reported to the group RAOC. RAOC reports the requirement to the EOD control detachment. The control detachment reports the requirement to the disposal detachment responsible for providing support in that geographical area. Within the limits of established policy, requirements may be reported directly to the disposal detachment. FM 9-14 contains detailed information on EOD operations.

7-33. RAP

a. RAP, encompassing the functions of rear area security (RAS) and area damage control (ADC) and the associated political considerations, is the responsibility of the TAACOM commander. The ASGP accomplishes these functions through the assigned RAOC.

b. The RAOC functions under the general staff supervision of the ACofS, SPO, and keeps the ASGP commander informed of the current situation and of the resources available (RAP potential) to cope with emergencies. The RAOC provides

ides the ASGP commander a planning and operational employment capability for forces designated to execute RAP missions.

c. The RAOC (TOE 29-408) is organized as follows:

(1) A center headquarters directs, coordinates, and supports the activities of the other organizational elements.

(2) An administrative and logistic section provides the necessary command and supervision for the center's enlisted personnel and facilitates unit-level support to include administration, mess augmentation, organizational support and maintenance, security, training, and communication support for the operations center.

(3) An SOP section is designed and staffed to provide the ASGP commander with current information of the situation in his area and of the resources available to cope with RAP emergencies. It provides the area headquarters, all tenant units, and adjoining RAOC with pertinent information and assistance. This section supervises and coordinates plans and operations concerned with RAP activities and implements the RAP policy and plans of the supported headquarters.

d. FM 31-85 provides the basic reference and detailed discussion of RAP.

CHAPTER 8

MILITARY INTELLIGENCE GROUP, COUNTERINTELLIGENCE

Section I. GENERAL

8-1. Mission and Functions

a. Mission. The military intelligence group, counterintelligence, is assigned to the theater army area command (TAACOM). It provides military intelligence specialist support to theater army support command (TASCOM) for the security of US personnel and installations within the TASCOM area.

b. Functions. The group accomplishes its mission by—

(1) Supporting TASCOM, TAACOM, and its subordinate area support group (ASGP) by providing specialized assistance in the field of counterintelligence.

(2) Commanding, controlling, and supervising operational, administrative, and logistic functions of subordinate elements.

(3) Planning operations against a hostile clandestine threat whose activities transcend ASGP boundaries for the purpose of achieving maximum security for army units and installations within the TASCOM area and to achieve maximum neutralization of hostile espionage activities.

(4) Exercising centralized control and management of special operations in the areas of

counterespionage, countersabotage, and counter-subversion within the TASCOM areas.

(5) Supervising the operation of a central records facility on personnel of intelligence interest for TASCOM and other elements within the theater army.

(6) Exercising technical direction and supervision over centralized group intelligence operations.

(7) Providing liaison with parallel US, host government, and allied nation intelligence and police activities.

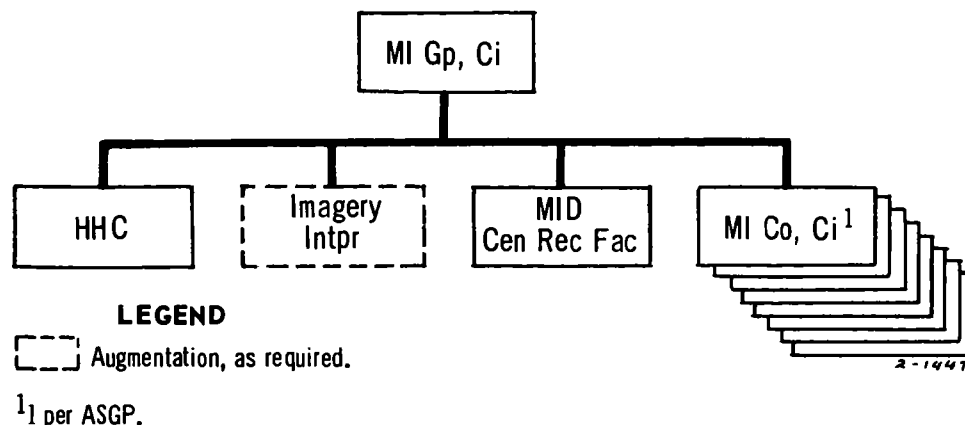
(8) Exercising control of security of investigations to include personnel security investigations (PSI) and complaint-type investigations (CTI).

(9) Supervising and coordinating security services to include counterintelligence surveys and inspections, security education and training programs, and technical surveys and inspections.

(10) Providing intelligence security support for army nuclear weapon systems and facilities.

(11) Coordinating the allocation of intelligence personnel resources, based on TAACOM priorities, functional requirements, and disposition of army units and hostile elements.

c. Organization. Figure 8-1 depicts the organi-



zation of the military intelligence group, counterintelligence.

8-2. Concept of Operation

a. The military intelligence group, counterintelligence, coordinates its operations through direct liaison with the military intelligence battalion, field army; the military intelligence group, theater army; and the intelligence units supporting theater air force and theater navy. This group maintains liaison with intelligence and police services of host governments, allied nations, and the United States, and particularly with military police and civil affairs (CA) units that are primary sources of intelligence information. Host government agencies are responsible for clearance actions on indigenous labor force personnel requested by a TASCOT unit.

b. The military intelligence group, counterintelligence, is organized and trained to operate against the hostile clandestine threat. It exercises centralized control and management of counterespionage, countersabotage, and countersubversive operations within TASCOT. Further, this group is responsible for unified planning and operations against hostile elements whose activities transcend ASGP boundaries. As a result of these operations, this group can collect intelligence information on guerrilla forces; however, it cannot conduct reconnaissance against such forces.

c. The military intelligence group, counterintelligence, provides a single point of control for personnel security cases, which require a large number of investigations throughout theater army and continental United States (CONUS). This group exercises centralized control and management of personnel security actions within TASCOT. It also assists TASCOT unit commanders in the exercise of their security responsibilities. The military intelligence group headquarters depends on the theater common-user signal system for communication with subordinate elements and on the TAACOM personnel and administration (P&A) battalion for the production of P&A reports and the maintenance of P&A records.

d. The military intelligence group, counterintelligence, does not possess an imagery interpretation or technical intelligence capability. When an air reconnaissance and surveillance unit is assigned to TAACOM, a cellular-type (TOE 30-600) military intelligence detachment with appropriate imagery processing and interpretation capabilities is assigned. Technical intelligence processing and intelligence production have been retained at theater army for the centralized support of all elements of theater army. TAACOM issues instructions to elements of COMMZ on the notification procedure and evacuation of items of technical intelligence interest.

Section II. MILITARY INTELLIGENCE DETACHMENT CENTRAL RECORDS FACILITY

8-3. General

This detachment maintains files on personnel of intelligence interest for theater army and provides direct support (DS) to theater army intelligence units. The detachment performs its mission by—

a. Receiving, screening, extracting, and filing reports from detachments of the military intelligence group, counterintelligence, and other intelligence units for theater army.

b. Opening new dossiers and updating existing dossiers with incoming reports.

c. Maintaining a central index and a dossier file.

d. In response to queries from within the group and from other theater army intelligence

units, conducting file searches and providing DS to counterespionage, countersabotage, and countersubversive operations.

e. Maintaining operational files for the headquarters, military intelligence group, counterintelligence.

8-4. Concept of Operation

The military intelligence detachment, central records facility, normally is in the immediate vicinity of the headquarters of the group and depends on the group for its administrative communication and combat service support. The detachment operates under the direct supervision of the group S3. It maintains its own message center and teletype terminal and provides its own control of classified documents.

Section III. MILITARY INTELLIGENCE COMPANY, COUNTERINTELLIGENCE

8-5. General

The military intelligence company, counterintelligence, conducts operations that will enhance personnel and installation security of US personnel and facilities in the TASCOM area and reduce the hostile clandestine threat thereto. The company accomplishes its mission by—

- a. Conducting personnel security and complaint-type investigations.
- b. Conducting counterintelligence surveys, inspections, and technical inspections.
- c. Conducting counterespionage, countersabotage, and countersubversive operations.
- d. Processing requests for clearance of indigenous labor force personnel.
- e. Assisting ASGP in security education programs.
- f. Assisting in the screening of indigenous personnel for intelligence operational leads and for suspected guerrillas.

8-6. Concept of Operation

- a. The military intelligence company, counterintelligence, is attached to ASGP for administra-

tive support. It provides security support for ASGP and army units or facilities located within the ASGP area with the larger groupings of service support units or at locations that facilitate counterintelligence operations. The disposition of personnel resources is based on requirements of the military intelligence group, counterintelligence, and the ASGP.

- b. The company headquarters is in the immediate vicinity of ASGP headquarters. The military intelligence company, counterintelligence, depends on ASGP for normal combat service support. It coordinates with the assistant chief of staff (ACofS), security, plans, and operations (SPO), in developing the command's security education program and develops schedules for participation. The ACofS, SPO, levies installation security requirements on the companies. He also determines requirements for interrogation personnel and approves the disposition thereof. Unit requests for counterintelligence surveys, inspections, and technical inspections are forwarded to the ASGP for approval and designation of priorities for accomplishment by the company. Resulting reports are sent directly to the requesting unit with information copies to ASGP.

- c. Field manuals of the 30-series contain additional details for this company.



CHAPTER 9

MILITARY POLICE SUPPORT

9-1. General

Military police combat support and combat service support are provided to the theater army by a military police brigade, theater army area command (TAACOM); prisoner of war brigade, personnel command (PERSCOM); military police battalion stockade and rehabilitation, PERSCOM; and military police battalions, area support groups (ASGP). FM 19-4 and FM 29-6 contain detailed discussions of military police operations, organizations, and functions.

a. Theater Army Area Command. A military police brigade provides all the military police support required for the area-oriented military police missions of the TAACOM, the security and guard missions for the other theater army support command (TASCOM) commands, and the command headquarters security of the theater and the TASCOM headquarters. The TAACOM provides military police elements to the medical command (MEDCOM), transportation command (TRANSCOM), materiel command (MATCOM), theater army headquarters (TAHQ), and TASCOM headquarters.

b. Area Support Group. A military police battalion (composite) provides military police support within the confines of each ASGP. This battalion provides for area-oriented military police support, the operation of a small confinement facility, and investigation and prevention of crime.

c. Personnel Command. A military police prisoner of war brigade provides military police support to the PERSCOM and the communications zone (COMMZ). This brigade provides function-oriented military police support to include enemy prisoner of war evacuation from the combat zone. A military police stockade and rehabilitation training center battalion provides confinement and rehabilitation facilities for military prisoners.

9-2. Military Police Brigade, TAACOM

a. Mission and Functions.

(1) *Mission.* This brigade provides area-oriented, command headquarters-oriented, and func-

tion-oriented military police support throughout the COMMZ. This includes providing support to the small military police battalions (composite) of the ASGP.

(2) *Functions.* The brigade accomplishes its mission by—

(a) Providing control and security of traffic.

(b) Enforcing military laws, orders, and regulations.

(c) Investigating and preventing crime.

(d) Assisting in rear area protection (RAP) activities.

(e) Providing physical security, to include security of railroads and trains, general hospitals and convalescent centers, ammunition supply points (ASP) and special ammunition supply points (SASP), and command headquarters.

(f) Providing movement security of critical and sensitive supplies and for designated individuals.

(g) Assisting in quelling civil disturbances.

(h) Providing assistance to the indigenous population in case of natural disaster.

(i) Controlling the circulation of individuals, to include assisting the civil affairs (CA) brigade in controlling refugees and displaced persons.

(j) Advising, assisting, and supporting indigenous civil paramilitary, and military police forces, as required.

(k) Providing route reconnaissance and security.

b. Command Relationships.

(1) *With TAACOM.* The military police brigade is assigned to the TAACOM and functions under the staff supervision of the assistant chief of staff (ACofS), personnel; the ACofS, security, plans, and operations (SPO); and the ACofS, services.

(2) *With ASGP.* In a normal operation, both the military police brigade of the TAACOM and the military police battalion of the ASGP may be operating in the same geographical area. This is normal and essential because of the mis-

sions assigned to each of the units. Thus, at all times, close liaison must be maintained to insure complete harmony among the military police elements.

(3) *With units of other commands.* The brigade exercises direct coordination with the military intelligence units of TAACOM and TASCOCOM and with the intelligence units supporting theater air force and theater navy. Liaison is maintained with intelligence and police services of host governments and with CA units.

c. Organization and Capabilities.

(1) *Organization.* The organization of the TAACOM military police brigade is depicted in figure 9-1.

(2) *Capabilities.* The organizations of the TAACOM military police brigade have these capabilities:

(a) The headquarters and headquarters detachment (HHD), military police brigade (TOE 19-262), commands, plans, supervises, coordinates, supports, trains, and controls the operation of two or more military police battalions and all other assigned or attached units that provide military police service within the COMMZ.

(b) HHD, military police battalion (TOE 19-76), is organized as a command and control element for area-oriented operations. This detachment provides command, control, staff planning, criminal investigation, and support for two to six military police companies.

(c) The HHD, military police battalion (team AD, TOE 19-500), provides command and control for the functionally oriented responsibilities of the TAACOM military police brigade; namely, railway guard operations for the TRANSCOM. It provides command, control, staff planning, and administration and combat service support for assigned and attached units.

(d) The military police battalion provides area-oriented and/or command-oriented military police support throughout the COMMZ.

(e) The military police company (TOE 19-77) provides area-oriented and command-oriented military police support in the COMMZ.

(f) The military police guard company (TOE 19-247) provides guard services for the protection of facilities, installations, railways, trains, pipelines, and inland waterways and for the custody of enemy prisoners of war, civilian internees, detainees, and US military prisoners.

(g) The military police physical security company (TOE 19-97) provides close-in physical

security services for sensitive installations and facilities or operates as a rear area security (RAS) force.

(h) The military police criminal investigation detachment (team LC, TOE 19-500) provides services required for the prevention and investigation of crime among military personnel and other persons subject to the Uniform Code of Military Justice (UCMJ).

(i) Military police hospital security detachment (teams IG, FD, and IC, TOE 19-500) provides security and police services to the convalescent centers and general hospitals of the MEDCOM.

(j) Selected military police detachments (teams AC, QB, QD, QE, QG, QH, and NA, TOE 19-500) advise, assist, and support indigenous civil, paramilitary, and military police.

d. Concept of Operation. Since most of the military police support in the COMMZ is provided on an area basis, the TAACOM military police brigade is employed as the major operating headquarters.

(1) The military police brigade operations extend over the entire COMMZ land area. The brigade commander assigns areas of responsibility and functional missions to the groups, battalions, companies, or detachments assigned as operating elements of this brigade.

(2) The brigade assumes primary responsibility for those military police functions that transcend the boundaries of the TAACOM's ASGP, such as—

(a) Patrolling along the main supply route (MSR).

(b) Patrolling the area outside the ASGP's primary area.

(c) Providing direct support (DS) to the military police battalion (composite), ASGP.

(3) The brigade also provides military police services oriented toward the other TASCOCOM commands. Combat service support is provided by the ASGP in which the military police elements are operating.

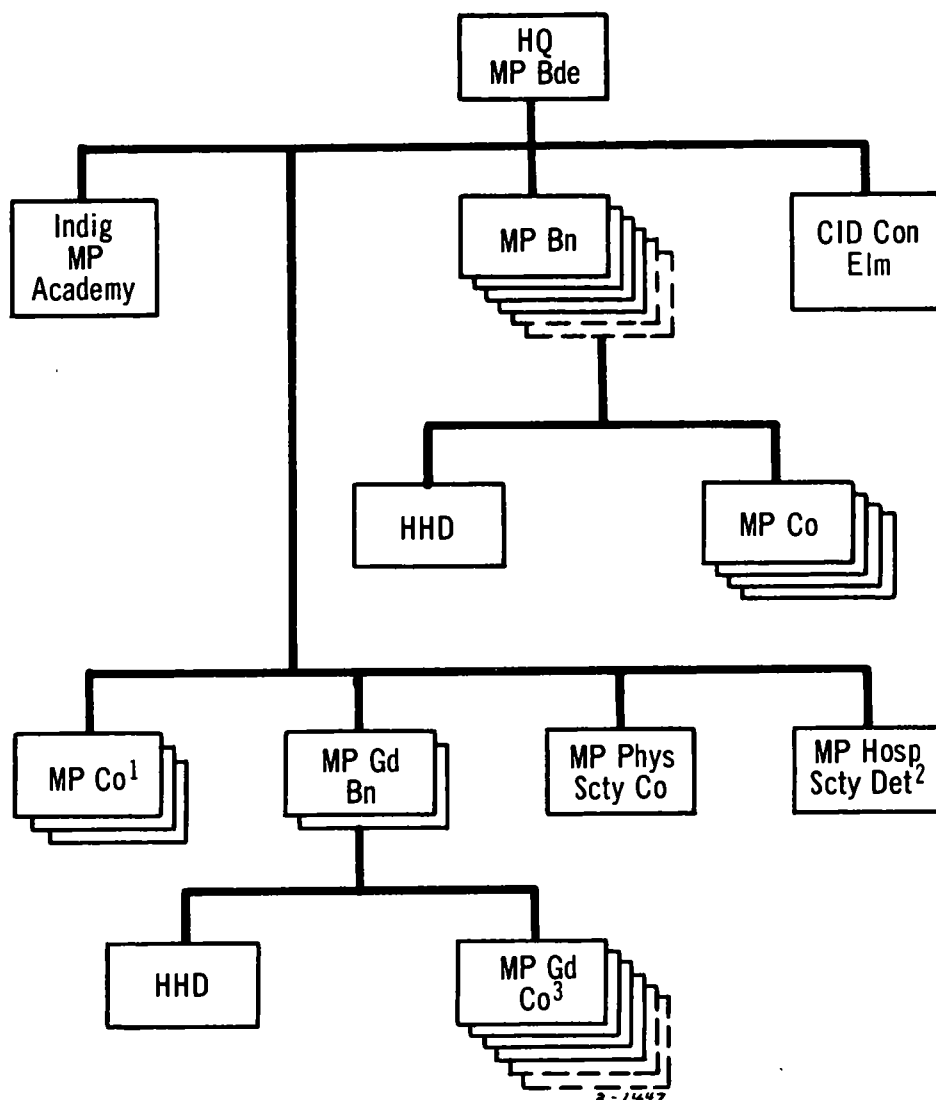
9-3. Military Police Battalion (Composite), ASGP

a. Mission and Functions.

(1) *Mission.* The military police battalion (composite) provides locally oriented military police support within the boundaries of the ASGP to which attached.

(2) *Functions.* The battalion accomplishes its mission by—

(a) Performing traffic control (non-MSR).



LEGEND

 As required.

¹1 to TAHQ; 1 to TASCOC HQ; 1 to THQ.

²1 per GH and conv cen.

³1 per trans ry bn.

Figure 9-1. TAACOM MP bde.

- (b) Maintaining discipline, law and order.
- (c) Investigating and preventing crime.
- (d) Assisting in RAP activities.
- (e) Assisting in quelling civil disturbances.

(f) Providing assistance to the indigenous population in a natural disaster.

(g) When authorized, participating in combined operations with indigenous paramilitary and military police forces.

b. Command Relationships. The military police battalion (composite) is a subordinate unit of the ASGP. It functions under the primary staff supervision of the ACofS, personnel and administration (P&A). The ACofS, SPO, and the ACofS, services, have staff responsibility for specific areas; e.g., RAP and traffic control. Close liaison is maintained with elements of the TAACOM military police brigade operating within the ASGP area.

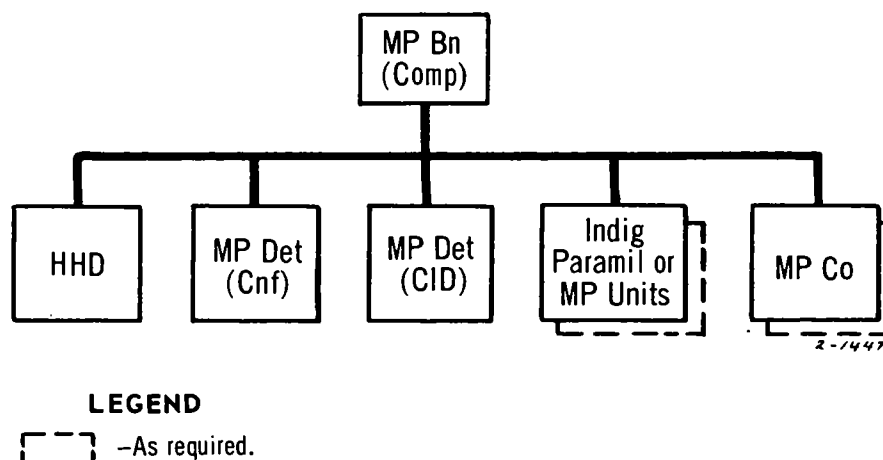


Figure 9-2. ASGP MP bn (composite).

c. Organization and Capabilities.

(1) *Organization.* The organization of the military police battalion (composite), ASGP, is depicted in figure 9-2.

(2) *Capabilities.* The capabilities of the organizations assigned to the military police battalion (composite) are:

(a) The HHD, military police battalion (team AD, TOE 19-500), provides command, control, and staff planning for assigned and attached military police units.

(b) The military police company (TOE 19-77) can perform area-oriented, function-oriented, and command headquarters-oriented missions. It is primarily designed to perform area-oriented operations; however, since this capability is sufficient for most of the function-oriented and command headquarters-oriented operations, it is also used for these purposes.

(c) The military police criminal investigation detachment (team LA, TOE 19-500) provides services required for the prevention and investigation of crime among military personnel and other persons subject to the UCMJ.

(d) The military police correctional detachment (teams MA, ME, MF, and MG, TOE 19-500) provides for the command and supervision of the ASGP stockade. This detachment is augmented by guard teams for the security of prisoners. The detachment, as augmented by functional mess teams, provides for administration, custody, and control of a military prisoner population of approximately 40 individuals.

d. Concept of Operation. This military police battalion provides military police support to the ASGP to which it is assigned. It provides local military police services for those installations

and activities in the support group area. When a military police unit is assigned or attached to another TASCOM command activity, that unit provides military police support within the installation or activity. For example, a military police physical security company attached to a special ammunition depot provides for internal police support within the perimeter of the depot. In addition to its discipline, law and order operations, this battalion is responsible for operating an ASGP stockade for the confinement of personnel who have short sentences or who are awaiting courts-martial or transfer to a large COMMZ stockade or rehabilitation training center.

9-4. Prisoner of War Brigade, PERSCOM

a. Mission and Functions.

(1) *Mission.* This brigade provides evacuation, processing, security, and administration of enemy prisoners of war, civilian internees, and detainees within the theater army.

(2) *Functions.* The brigade accomplishes its mission by—

(a) Providing a centralized prisoner of war information, data, and statistical service.

(b) Receiving and processing captured enemy personnel evacuated from the combat zone.

(c) Providing command, administration, logistic support, information and education, and security guards for the operation of prisoner of war/civilian internee camps.

(d) Providing escort guards to evacuate captured enemy personnel from the combat zone to designated reception and processing camps in the COMMZ.

(e) Providing limited services for the

prevention and investigation of crime among military personnel.

(f) Monitoring all inspections of enemy prisoner of war, civilian internee, and detainee facilities in the theater army, to include those by a protecting power or the International Committee of the Red Cross.

b. Organization and Capabilities.

(1) *Organization.* The organization of the prisoner of war brigade, PERSCOM, is depicted in figure 9-3.

(2) *Capabilities.* The capabilities of the organizations assigned to the prisoner of war brigade are—

(a) The headquarters and headquarters company (HHC), military police prisoner of war brigade (TOE 19-282), provides command, administration, and logistic assistance to COMMZ prisoner of war camps.

(b) The HHC, military police prisoner of war camp (TOE 19-256), provides command, administration, logistic support, and security guards for enemy prisoners of war and/or civilian internees.

(c) The HHD, military police battalion (team AD, TOE 19-500), provides command, staff planning, and control for operations of assigned and attached units in securing prisoner of war camps and the evacuation of enemy prisoners of war and/or civilian internees from the combat zone.

(d) The military police guard company (TOE 19-247) provides guard services to secure COMMZ prisoner of war/civilian internee camps.

(e) The military police escort guard com-

pany (TOE 19-47) provides supervisory and security personnel for the evacuation and/or movement of enemy prisoners of war and civilian internees.

(f) The military police prisoner of war processing company (TOE 19-237) receives, searches, and processes enemy prisoners of war and civilian internees to include making and maintaining reports and records and assigning an internment serial number to each enemy prisoner of war and civilian internee and furnishes all compiled information to the branch US prisoner of war/civilian internee information center.

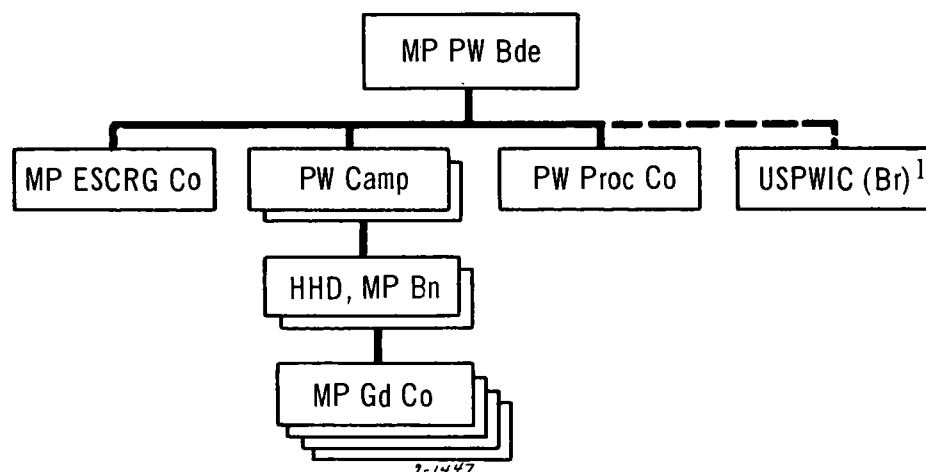
(g) The HHD, branch US prisoner of war/civilian internee information center (USPWIC (br)) (TOE 19-503) is assigned to the theater army and attached to the prisoner of war brigade. The USPWIC (br) acts as the central agency in a theater of operations for the receipt, maintenance, dissemination, and transmittal of records and reports relative to the treatment of enemy prisoners of war and the protection of civilian persons.

9-5. Military Police Battalion, Stockade, or Rehabilitation Training Center (TOE 19-316), PERSCOM

a. Mission. This battalion provides confinement or rehabilitation training facilities and personnel for military prisoners within the theater army.

b. Functions. The battalion accomplishes its mission by—

(1) Providing command, staff planning, administration, and logistic support for a stockade



¹Branch U.S. prisoner of war/civilian internee, information center, attached.

Figure 9-3. PW bde, PERSCOM.

or rehabilitation training center for military prisoners.

(2) Providing necessary instruction, supervision, and training to rehabilitate military prisoners and to permit their return to active duty.

9-6. Crime Laboratory Services

Laboratory services in support of criminal investigation operations throughout the theater, including inter-Service responsibilities, are provided by a crime laboratory assigned directly to theater army. Under the control of the theater army provost marshal, the services provided by this unit include chemical analysis, firearms identification, and document and fingerprint examination.

9-7. Command and Control Relationships

a. The prisoner of war brigade and stockade and rehabilitation battalion are major subordinate commands of PERSCOM and perform function-oriented military police support in the COMMZ.

b. The TAACOM military police brigade has area military police responsibility throughout the COMMZ. This responsibility includes providing support to the organic military police battalions of the ASGP as required. The ASGP military police battalion (composite) provides support for the area of responsibility assigned to the particular ASGP. So long as the military police requirements remain normal, the command and control relationships consist of continuous coordination and liaison between the military police brigade elements and the military police battalions organic to the ASGP. However, when the opera-

tional requirements within the ASGP are beyond the capabilities of the ASGP military police battalion, the military police brigade is responsible for providing the ASGP military police battalion with more military policemen or it assumes the responsibility for the requirement. The military police brigade provides additional military policemen to the ASGP military police battalion by assigning or attaching them or by placing them in support of the ASGP military police battalion or under its operational control. In some instances, especially when the requirement has little impact on the ASGP commander's mission, the military police brigade assumes full responsibility for the requirement and reports to the ASGP commander on completion.

9-8. Military Police in the TAACOM Headquarters

While RAP is not an exclusive function of military police and is, in fact, a function of direct responsibility of the TAACOM commander, one of the resources of the TAACOM for RAP missions is found in the military police brigade assigned to the TAACOM. Rear area operations centers (RAOC) designed to meet the requirements of missions are assigned to the ASGP. Officers and enlisted personnel specially trained in RAP operations are assigned to the office of ACofS, SPO. FM 31-85 contains details on RAP.

9-9. Use of Indigenous Personnel

Indigenous personnel may be hired to perform duties and services to extend and improve US military police capabilities; e.g., interpreting, translating, and guarding.

CHAPTER 10

CIVIL AFFAIRS SUPPORT

10-1. Introduction

a. Civil affairs (CA) is a command responsibility and involves the relationship between the military commander and his forces and the civil authorities and people of a foreign country. CA operations cover the full spectrum of civil-military relationships ranging from advice, assistance, and civic action performed in a friendly country to military government operations in an occupied territory.

b. The nature of CA operations varies widely with the CA authority of the US military in the host country, the intensity of combat, the attitudes and status of the population in the area of responsibility, and the requirements of the tactical commander. In limited and general war, CA operations normally support the tactical situation directly. In stability operations, however, CA may be the primary mission of the military force because the ultimate objective is to gain the support of the populace for its government. CA input, with emphasis on execution, is a part of the planning for every military operation. This planning should consider the inherent capability, which every army unit possesses, to conduct CA operations. Planning should also provide for the employment of CA specialists and units to augment and support this inherent unit capability.

c. When the theater army support command (TASCOM) commander is delegated CA authority for the communications zone (COMMZ), he normally will receive the appropriate CA units from the CA brigade. He may further delegate the CA authority to the TAACOM commander and attach required CA units. The CA brigade provides area support in the COMMZ and backup support to the field army CA units. The CA brigade functions under the operational control of the headquarters to which assigned. The brigade's subordinate units are assigned areas of responsibility depending on densities of civil population, strength of indigenous government, and geographic or political boundaries. These units are normally the point of contact for relations with the local authorities and people. The CA bri-

gade exercises command, or command less operational control, as designated, over all subordinate CA units.

10-2. Mission and Functions

a. The CA brigade conducts operations that support the military operations and US national objectives, including—

- (1) Adequate control over the civil populace, displaced persons, and refugees.
- (2) The location, protection, and control of civilian resources required for military operations and essential civilian support.
- (3) Close liaison between tactical and service and support units and local authorities.
- (4) The transfer of responsibility for CA functions, where appropriate, from the military commander to agencies of the local government.

b. CA is administered on a functional basis and should provide sufficient flexibility to fit the special requirements of any area or situation. Usual areas of specialization are those functions normally related to government, economics, public facilities, control of the populace and local resources, and social institutions.

c. The following are the objectives of CA support:

- (1) Establishment and control of local governments or provision of advice and assistance to them.
- (2) Development of mutual understanding and cooperation between the local populace and the US forces.
- (3) Execution of governmental, economic, and social programs to improve the lot of the indigenous population.
- (4) Maintenance of law and order.
- (5) Prevention of civilian interference with civilian support for US military operations and the fostering of civilian support for these operations.
- (6) Prevention of disease and unrest among the population.

d. CA units in the COMMZ are assigned areas of responsibility depending on the CA mission,

the military situation, densities of civil populations, self-sufficiency of indigenous governments, and geographic or political considerations. Initially, they have the minimum capability to achieve priority CA objectives. However, the assignment of additional CA teams or units as required and as the situation permits may and should expand this capability. CA companies, battalions, and groups are flexible and can be structured to accommodate the force supported, the area of employment, and the specific operational environment. Teams from TOE 41-500 may supplement these units as the situation requires. Once established, the CA organizational structure within the COMMZ remains relatively stable to insure continuity of coordinated CA plans and operations. This differs from the operation of a command support CA unit since it normally will accompany the supported command during movement.

10-3. Organizational Concepts

a. The organization of CA units is flexible and adaptable to the local military, political, economic, and sociological conditions encountered. Control of CA units may be centralized or decentralized depending on the type of operation being conducted. A commander delegated CA authority is responsible for CA operations in his assigned area of operations. He may subassign areas of responsibility to subordinate commanders in accordance with the overall theater plan.

b. These units provide—

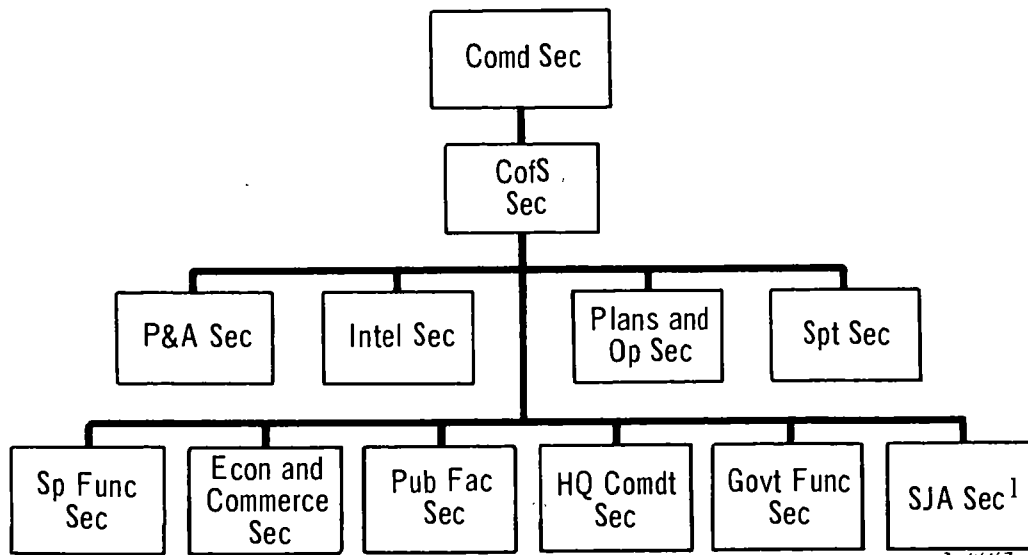
- (1) Efficient command and control.
- (2) Maximum use of technological skills.
- (3) Flexibility with associated economy of personnel.

(4) Pooling of specialist personnel at the highest echelon of command consistent with the mission of the supported force.

c. In normal employment, the CA brigade has attached three or more CA groups as its major operating units. The number of groups may be adjusted as required; however, when more than six groups are required, an additional brigade is organized for each four groups or major fraction thereof.

d. The headquarters, CA brigade (TOE 41-201) (fig 10-1), commands, controls, and supervises assigned CA units and controls and supervises attached CA units and teams.

e. HHD, CA group (TOE 41-500), provides a command and control element for the supervision and support of attached CA battalions and functional teams. Normally, from three to six battalions are attached to each CA group. Additional battalions may be attached as required; however, when more than six battalions are required, an additional group is organized for each four battalions or major fraction thereof. The CA group is a subordinate unit of the CA brigade. This group conducts CA operations in its designated area of responsibility. The group's battalions normally are assigned areas of responsibility within



¹Also a member of the commander's personal staff.

Figure 10-1. CA brigade headquarters.

its overall area of responsibility. When directed, the group can assume responsibility for dealing directly with heads of government at the state or provincial level or with government officials in large municipalities. When used in a province, its functional teams advise, assist, supervise, or direct, as appropriate, the departments of the provincial government. The group conducts CA operations in accordance with policies and directives from higher headquarters.

f. HHD, CA battalion (TOE 41-500), provides a command and control element for the supervision and support of attached CA companies and functional teams for battalion operations. Normally, from three to six CA companies are attached to each battalion. Additional companies may be attached as required; however, when more than six companies are required, an additional battalion is organized for each four companies or major fraction thereof. The CA battalion is a subordinate unit of the CA group. The battalion conducts CA operations in its designated area of responsibility. Companies are normally assigned areas of responsibility within the battalion's overall area of responsibility. The battalion may be assigned responsibility for CA area operations in a large city or a major subdivision of a province, or it may function as part of a group. When directed, the battalion can assume the responsibility for dealing with indigenous government officials in its area of operations or in large cities, counties, districts, etc. The battalion conducts CA operations in accordance with policies and directives from the headquarters to which it is assigned or attached.

g. The CA company (TOE 41-500) provides a command and control element for supervision and support of attached CA platoons and functional teams for company operations. Normally, from three to 10 platoons are attached to each company. Additional platoons may be attached as required; however, when more than 10 platoons are required, an additional company is organized for each six platoons or major fraction thereof. The CA company is a subordinate unit of the CA battalion. This company conducts CA operations in its designated area of responsibility. It may be assigned responsibility for CA operations in districts, counties, and smaller cities or it may function as part of a battalion. Platoons generally are located in small towns or with comparable levels of government.

h. Additional CA units and/or functional teams are requisitioned as required from the next

higher headquarters in the CA chain of command.

10-4. Operation Concepts

a. Certain activities such as restoring public order and safety, controlling refugees and displaced persons, and furnishing emergency relief to the indigenous population receive primary attention during a fluid situation. They share importance with such functional activities of government as public works and utilities, civilian supply, civil information, and labor once a CA unit has taken over. The establishment and maintenance of a stable government is essential at all levels and the confirmation of its exercise of authority is essential as soon as possible.

b. The degree of control exercised by the military commander over the indigenous population, its government, and economy of an area in which military operations are conducted depends on the nature of the operation, its objectives, US national policy, and the effectiveness and acceptability of the existing civil administration. It may depend primarily on CA agreements or other agreements entered into on a nation-to-nation level. When civil government and its agencies are efficient, the military commander seeks to avoid interfering in government matters not having an immediate bearing on the tactical situation. On the other hand, if the civil administration has collapsed or is near collapse, the appropriate military commander may have to assume complete responsibility for the civil administration of his area. In such circumstances, the commander assumes a military government role within his assigned area of responsibility.

c. As the situation requires, the appropriate tactical or combat service support commander may direct subordinate units to provide support to CA operations. Specific assistance may include—

- (1) Engineer support for rehabilitation of public health facilities, construction of displaced persons camps, or maintenance of essential civilian transportation facilities.

- (2) Medical support for the control of disease, to include supply of medical items.

- (3) Military police support for protecting critical facilities, controlling movement of civilians, enforcing curfew, and quelling riots.

- (4) Transportation support to move critical supplies, to transport civilians, and to assist in reestablishing civilian transportation facilities.

(5) Signal support in rehabilitating civilian communication facilities.

d. In the combat zone, civil affairs command support units provide DS CA support to tactical combat units from brigade level through field army. These CA units move with the supported combat units. The CA area support units normally base their activities in centers of population, cities that are seats of government, or control points of industrial complexes. Area support units do not move as the command support units do. Normally a CA area support unit will perform functions of a more permanent nature as compared to the command support unit. Area support units not only operate throughout the COMMZ, but provide backup support to CA units located in the combat zone.

e. When one CA unit replaces another CA unit, the commanders of the units concerned insure that the relieving unit is familiar with the current situation in its area of operations. These actions include—

(1) Informing the commander and staff of the relieving unit of the designations, locations, and commanders of higher, adjacent, subordinate, and supporting units in the area and the location, characteristics, and responsibilities of local civilian authorities.

(2) Informing the commander and staff of the relieving unit of the characteristics and peculiarities of the area.

(3) Providing copies of current operational directives, orders, proclamations, standing operating procedures (SOP), and policy checklists.

(4) Providing copies of reports and records summarizing previous activities in the area of the unit being relieved.

(5) Describing activities in progress and their relative importance and pointing out additional measures to take.

(6) Documenting commitments made to civilians or civilian officials.

(7) Providing a list of individuals in office and those not appointed as officials who have been, and may continue to be, of value to the CA effort.

f. CA in the COMMZ should be attuned to the diverse sociopolitical-socioeconomic situations of the civilian communities within the area. The supporting CA unit of a military command is normally the point of contact for relations with the local authorities and people in the name of the military commander.

g. In all stability operations, plans include an integrated and coordinated civil-military approach designed to progressively reassert governmental control and to gain the trust, confidence, and active cooperation of the population. The total effort should be conducted within a host-guest environment and must be designed to support and strengthen the local government without usurping the powers and prerogatives of the local government.

h. FM 41-10 cites functions of staff sections and details of operational concepts and functions in CA units.

APPENDIX A

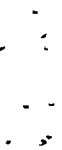
REFERENCES

A-1. Army Regulations (AR)

1-35	Basic Policies and Principles for Interservice and Interdepartmental Logistic Support.
(C) 10-122	United States Army Security Agency (U).
(S) 11-11	Major Command Stockage Levels Worldwide (U).
11-14	Logistic Readiness.
310-25	Dictionary of United States Army Terms (Short Title: AD).
710-2	Materiel Management for Using Units, Support Units and Installations.

A-2. Field Manuals (FM)

3-1	Chemical, Biological, and Radiological (CBR) Support.
5-162	Engineer Construction and Construction—Support Units.
8-10	Medical Support, Theater of Operations.
9-6	Ammunition Service in the Theater of Operations.
9-14	Explosive Ordnance Disposal Service.
11-series	Signal.
12-2	Adjutant General Support in Theaters of Operation.
14-3	Comptroller Support in Theaters of Operations.
16-5	The Chaplain.
19-4	Military Police Support, Theater of Operations.
29-6	The Personnel Command.
29-20	Maintenance Management in Theaters of Operations.
29-23	Direct Support Maintenance Battalion (Nondivisional).
29-24	General Support Maintenance Battalion.
30-series	Military Intelligence.
31-23	Stability Operations, U.S. Army Doctrine.
31-85	Rear Area Protection (RAP) Operations.
(S) 32-10	USASA in Support of Tactical Operations (U).
41-10	Civil Affairs Operation.
44-1	U. S. Army Air Defense Artillery Employment.
54-3	The Field Army Support Command.
54-5-1 (TEST)	The Supply and Maintenance Command.
55-series	Transportation.
100-10	Combat Service Support.
100-15	Larger Units: Theater Army—Corps.
(C) 100-20	Field Service Regulations—Internal Defense and Development (IDAD) (U).
101-5	Staff Officers' Field Manual—Staff Organization and Procedure.
101-10-2	Staff Officers' Field Manual—Organizational, Technical, and Logistical Data (Extracts of Nondivisional Tables of Organization and Equipment).
101-31-1	Staff Officers' Field Manual—Nuclear Weapons Employment, Doctrine and Procedures.



APPENDIX B

TYPICAL TROOP LIST, THEATER ARMY SUPPORT COMMAND

B-1. General

Typical theater army support command (TASCOM) troop lists are based, in general, on a eight-division field army expandable to a 12-division field army with a supporting communications zone (COMMZ).

a. The troop list in B-3 below represents balanced combat service support forces in the COMMZ. Some of the tables of organization and equipment (TOE) contained in the list are currently under development or revision. Revision of these TOE may cause minor changes in overall strength totals.

b. These TASCOM organizations are designed to support an eight-division field army operating on a large landmass in a limited war. Headquarters units and control centers normally will not require increased strengths to support larger forces; however, operating elements will be increased proportionately to support greater workloads. Headquarters structures of area-oriented COMMZ organizations, e.g., area support groups, military police, are not normally increased to support a larger force since the COMMZ area generally remains the same as for an eight-division field army. Judicious utilization of nonmilitary personnel permits expansion of the capabilities of company-size units to support increased combat service support requirements without the addition of whole TOE companies.

B-3. Typical Troop List*TASCOM in Support of an Eight-Division Field Army*

<i>Unit</i>	<i>TOE</i>	<i>Approx str</i>	<i>Number</i>	<i>Total</i>
<i>Headquarters:</i>				
HQ and sp trp, TASCOM	54-302T	506	1	506
Gen cml lab	3-97	64	1	64
				570
<i>Personnel command (PERSCOM):</i>				
HHC, PERSCOM	29-111	165	1	165
P&A agcy	29-112	687	1	687
Ch GS det	16-4	18	1	18
ADP unit (type B)	29-540	69	1	69
Pstl svc org, tm AC, GD, ID, and JE ...	12-550	238	1	238
Repl reg org, tm AD, AC, CB, FA, and GB	12-560	229	1	229

B-2. Planning Factors

Planning factors used to develop this typical TASCOM troop list include—

a. A 45-day theater supply level (variation from this stockage level is required for repair parts, ammunition, bulk petroleum, and other selected items). AR 11-11 contains a further discussion of days of supply.

b. A theater medical evacuation policy as established by the theater army commander.

c. Approximately a 25-percent reduction in overall US Army military strength by utilization type B units.

d. Civil affairs authority is delegated to the TASCOM commander and further subdelegated to the TAACOM commander.

e. Throughput.

(1) Approximately 90 to 95 percent of all cargo destined for the combat zone originates in rear TASCOM depots.

(2) Approximately 70 to 75 percent of all cargo entering the combat zone is delivered to division support commands (DISCOM) and direct support units.

(3) Variations from the above throughput factors are required for petroleum, oil and lubricants; ammunition; medical supplies; and repair parts.

Unit	TOE	Approx str	Number	Total
SPS org, tm AA, AB, and FA	12-18	215	1	215
HHC, MP PW bde	19-282	88	1	88
HHD, br PW/civ internee INFOCEN	19-503	64	1	64
HHD, PW camp	19-256	301	2	602
HHD, MP bn (comp), tm AD	19-500	27	2	54
MP ESCRG co	19-47	142	1	142
MP PW proc co	19-237	109	1	109
MP gd co	19-247	127	6	762
HHC, MP bn stkd and rehab TC	19-316	113	1	113
HHC, GRREG bn	10-296	93	1	93
GRREG co, type B	10-297	50	6	300
				3,948
<i>Medical command (MEDCOM):</i>				
HHC, MEDCOM	8-111	229	1	229
HHD, med gp	8-122	37	3	111
HHD, med bn	8-126	40	3	120
Med amb co	8-127	101	4	404
Med clr co	8-128	133	2	266
Med inv con tm (lg)	8-610	26	1	26
Med dep	8-187	158	2	316
PVNTMED svc unit	8-204	124	1	124
Fld hosp	8-510	268	4	1,072
Amb tn, rail	8-520	43	4	172
GH, 1,000-bed	8-551	589	16	9,424
Sta hosp, 200-bed	8-564	156	3	468
Sta hosp, 300-bed	8-565	224	3	672
Sta hosp, 500-bed	8-566	340	3	1,020
Conv cen	8-590	264	2	528
Med lab	8-650	114	1	114
Med svc org	8-500			
HQ, unit rec co	Tm AE	13	1	13
HQ, med prof svc	Tm AG	15	1	15
HQ, hosp cen	8-502	42	3	126
Blood bank svc HQ	Tm AJ	8	1	8
Psychiatric det	Tm KO	19	1	19
Dispensary	Tm OA	18	6	108
Gen dispensary	Tm OB	21	2	42
Gen dispensary	Tm OC	40	6	240
Blood-proc det	Tm NA	16	1	16
Blood-coll det	Tm NB	10	4	40
Blood-distr det	Tm NC	8	1	8
Med det	Tm OA	9	20	180
Med-illus det	Tm PA	6	1	6
Med dept org med prof and ancillary				
svc tms	8-630			
Surgical det	Tm KA	7	4	28
Orthopedic det	Tm KB	7	2	14
Shock det	Tm KC	6	2	12
Maxillofacial det	Tm KD	7	1	7
Neurosurgical det	Tm KE	7	2	14
Thoracic det	Tm KF	7	1	7
Med trmt (cml agts) det	Tm LM	14	1	14
Radiology det	Tm MN	3	1	3
Renal and elec metab	Tm LN	35	3	105
Med dept org med evac tms	8-660			
Hel amb det	Tm RA	47	4	188
Hel amb (aug) det	Tm RB	9	4	36
Hel amb air crash det	Tm RC	14	4	56
Hel amb air crash (aug)	Tm RD	6	2	12
Med dept org den H&S tms	8-670			
HQ, den svc	Tm AI	13	2	26
Den svc det	Tm HA	56	9	504
Den svc gen	Tm HB	2	5	10
Den svc pros	Tm HC	5	5	25

Unit	TOE	Approx str	Number	Total
Den svc pros	Tm HD	5	2	10
Cen den lab	Tm HE	30	1	30
Med dept org vet H&S tms	8-680			
HQ, vet svc	Tm AF	6	1	6
Vet svc (sm)	Tm JB	58	2	116
Vet small animal, disp	Tm JC	8	3	24
Vet small animal, hosp	Tm JD	16	1	16
Data proc unit	12-510	50	1	50
				17,200

Material command (MATCOM):

HHC, MATCOM	54-312T	364	1	364
Material management center (MMC) ..	29-2	594	1	594
ADP unit (type C)	29-540	77	1	77
HHC, ammo GS gp	9-22	93	1	93
HHC, ammo bn, GS	9-36	102	4	408
Ammo co, convl	9-38	309	5	1,545
Ammo co (type B)	9-38	191	3	573
Sp ammo co, GS	9-48	174	4	696
Maint co, Pershing	9-58	407	1	407
Mun safety con det	9-520	10	1	10
Maint co, GM, GS	9-59	212	2	424
HHD, petrl gp	10-202	73	1	73
HHC, petrl op bn	10-206	146	2	292
Petrl op co (type B)	10-207	83	10	830
Prop dspo co (type B)	29-504	197	2	394
Proc tm	TD unit	5	20	100
HHC, fld dep	29-512	233	6	1,398
HHC, S&S bn	29-146	100	12	1,200
Ldry and renv co, GS (type B)	10-437	73	8	584
Acft and msl rep parts sup co (type B) ..	29-129	193	4	772
Rep parts GS co (type B)	29-119	259	12	3,108
Hv mat sup GS co (type B)	29-127	139	6	834
LS co (type B)	20-20	18	12	216
QM air dlvr sup co (type B)	10-407	234	1	234
QM air equip rep and sup co	10-417	196	2	392
HHD, maint GS bn	29-136	63	4	252
Coll and clas and salv co (type B)	29-139	84	3	252
Cml proc co	3-77	81	6	486
Hv equip GS maint co	29-137	298	3	894
Hv equip GS maint co (type B)	29-137	134	5	670
LE GS maint co	29-134	262	2	524
LE GS maint co (type B)	29-134	151	2	302
Trans ry car rep co, GS (type B)	55-248	140	2	280
Diesel and elec loco rep co (type B) ..	55-247	68	2	136
Army calbr co	29-226	150	1	150
Trans acft maint GS co	55-458	290	3	870
Trans fltg craft GS maint co	55-157	245	1	245
Tire rep co (type B)	9-117	91	3	273
Gen sup co, GS (type B)	29-118	131	16	2,096
Engr det (gas genr), tm GB	5-520	27	2	54
Engr det (CO, genr), tm GC	5-520	13	2	26
				23,128

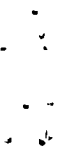
Transportation command (TRANSCOM):

HHC, TRANSCOM	55-2	265	1	265
Trans mov con agcy	55-4	433	1	433
ADP unit (type B)	29-540	69	1	69
HHC, avn bn	1-256	85	1	85
Avn mdm hel co	1-258	239	2	478
Avn hv hel co	55-259	164	1	164
Avn svc spt co	1-407	165	2	330
HHD, TMT gp	55-12	51	2	102
HHD, TMT bn	55-16	43	6	258
Trans car co, reinf (type B)	55-19	63	1	63

Unit	TOE	Approx str	Number	Total
Trans lt trk co (2½-ton) (type B)	55-17	75	7	525
Trans mdm trk co (cgo)	55-18	177	7	1,239
Trans mdm trk co (cgo) (type B)	55-18	84	20	1,680
Trans mdm trk co (petrl) (type B)	55-18	84	10	840
Trans hv trk co	55-28	155	2	310
Trans hv trk co (type B)	55-28	62	2	124
Trans lt/mdm co (type B)	55-67	82	6	492
HHC, trans tml gp	55-112	107	1	107
HHC, trans tml bn	55-116	115	4	460
Trans TS co (type B)	55-117	103	10	1,030
Trans tml trf co	55-118	258	1	258
Trans tml trf co (type B)	55-118	102	1	102
Trans mdm boat co	55-128	174	2	348
Trans hv boat co	55-129	176	1	176
Trans lighterage maint co, DS	55-158	208	2	416
Trans lt amph co	55-138	211	2	422
Trans mdm amph co	55-139	173	1	173
Trans watercraft det, tm FB, TD, FE, FH, FI, and FJ	55-530	---	Various ¹	220
HHC, trans ry gp	55-202	114	2	228
HHC, trans ry bn	55-226	126	8	1,008
Trans ry engr co	55-227	236	2	472
Trans ry engr co (type B)	55-227	140	6	840
Trans ry equip maint co	55-228	116	2	232
Trans ry equip maint co (type B)	55-228	71	6	426
Trans ry tn op co	55-229	268	2	536
Trans ry tn op co (type B)	55-229	202	6	1,212
				16,123
<i>Engineer command (ENCOM):</i>				
HHC, ECOM	5-201	200	1	200
HHC, engr const gp	5-112	102	3	306
HHC, engr const bn	5-116	125	14	1,750
Engr const spt co	5-114	162	4	648
Engr equip and maint co	5-117	189	14	2,646
Engr const co	5-118	207	42	8,694
Engr dptrk co	5-124	114	4	456
Engr co port const	5-129	237	1	237
Engr pl const spt co	5-177	186	1	186
Engr base map dep co	5-344	120	1	120
HHD, engr base topo bn	5-346	69	1	69
Engr base repro co	5-347	100	1	100
Engr surv, tm IA	5-540	20	2	40
Engr photomapping plt, tm IB	5-540	20	1	20
Engr plt HQ, tm AB	5-500	4	8	32
Engr fftg HQ, tm FA	5-510	4	24	96
Engr fire trk, tm FB	5-510	6	120	720
Engr water trk, tm FC	5-510	2	24	48
Engr water purification, tm GG	5-520	4	104	416
Engr water purification (cen plant), tm GH	5-520	12	16	192
Engr util, tm HF	5-530	52	16	832
Engr real estate, tm HC	5-530	16	9	144
				17,952
<i>Theater army area command (TAACOM):</i>				
HHC and sp trp, TAACOM	54-402T	385	1	385
ADP unit (type A)	29-540	56	1	56
HHC, ASGP	54-422	212	8	1,696
Mil intel gp, ci	30-60	1,312	1	1,312
HHD, P&A bn	12-66	54	1	54
Pers svc co (type A-E)	12-67	Various	7	1,292
Admin svc co	12-570	85	1	85

¹ Number and types of tm (tug, barge, crane, amphibian, boat) determined by actual environment and operating methods.

Unit	TOE	Approz str	Number	Total
Mess det, tm CA and CB	29-500	5	18	90
Rr area op cen (RAOC)	29-408	82	8	656
Sales det tm BA, BB, and BC	10-500	16	8	128
Materiel management center	29-2	226	1	226
S&S co, DS (type B)	29-147	191	8	1,528
SPS det, recr and entertainment, tm FA ..	12-18	8	8	64
Army band	12-107	29	8	232
APO	12-550	37	8	296
Cml det (CBRE), tm JA	3-500	5	12	60
Cml det (decon), tm FB	3-500	41	8	328
Fin svc org	14-500	117	8	936
Trans lt/mdm trk co (type B)	55-67	82	8	656
Trans car co (type B)	55-19	63	8	504
Cen HQ, LS org	20-20	12	8	96
Dist HQ, LS org	20-20	8	80	640
Trans acft DS co	55-457	265	2	530
HHD, maint DS bn	29-136	63	8	504
Maint spt co, COMMZ (type B)	29-427	224	16	3,584
EOD det con (GB)	9-520	11	1	11
EOD det dspo, tm GA	9-520	13	8	104
CA gp	41-500	226	3	678
CA bn	41-500	150	12	1,800
CA co	41-500	169	48	8,112
HHD, MP bde	19-262	67	1	67
HHD, MP bn	19-76	59	4	236
HHD, MP bn (comp), tm AD	19-500	27	10	270
MP co	19-77	186	26	4,836
MP gd co	19-247	127	12	1,524
MP phys scety co	19-97	143	13	1,859
MP cnf det, tm MD	19-500	35	8	280
CID, tm LC	19-500	27	1	27
CID, tm LA	19-500	4	8	32
Indig MP academy, tm AC, QB, QD, QE, QG, QH, and NA	19-500	28	1	28
MP hosp scety plt, tm FD, IC, and IG	19-500	38	15	570
JAG svc org	27-500			
HQ, JAG	Tm AB	9	2	18
War crimes det	Tm GA	4	5	20
War crimes det	Tm GB	5	2	10
Claims det	Tm FA	4	7	28
Claims det	Tm FB	10	2	20
GCM det	Tm HA	6	5	30
GCM det	Tm HB	10	2	20
Legal asst det	Tm IA	3	5	15
Legal asst det	Tm IB	4	2	8
Proc law det	Tm JA	14	1	14
SpCM det	Tm HC	2	27	54
SpCM det	Tm HD	3	7	21
				36,630
Total				115,551



1. 1000 1910.



INDEX

	Paragraphs	Pages
Administrative services	3-8, 5-3b, 5-6c	3-4, 5-1, 5-3
ADPU	1-1f, 3-14, 5-16b (2), 5-28g, 5-36b (2), 6-7	1-1, 3-7, 5-7, 5-13, 5-15, 6-6
Air defense artillery brigade	2-6	2-2
Air force airlift	5-20a	5-10
Ammunition:		
Depots	3-11	3-6
Group	5-38c	5-17
Service	3-11	3-6
Area communication subsystem	3-7a (2)	3-4
Area responsibility	3-2c	3-2
Area support group:		
Command relationships	7-3	7-1
Concept of operation	7-4	7-1
Mission and functions	7-1	7-1
Organization	7-2	7-1
Area support group headquarters:		
Command and staff relationships	7-7	7-3
Company headquarters	7-9	7-5
Mission and functions	7-5	7-3
Organizations	7-6	7-3
Army band	7-11c	7-6
Assistant chief of staff:		
Civil-military operations	4-13, 6-6a (6)	4-3, 6-4
Comptroller	4-12, 6-6a (7), 7-7b (2)	4-3, 6-5, 7-3
Installations	7-7b (4), 7-22a	7-4, 7-9
Materiel	1-1b, 4-16, 6-6a (5), 7-7b (6)	1-1, 4-5, 6-4, 7-4
Movements	4-17	4-6
P&A	7-7b (1)	7-3
Personnel	4-11, 6-6a (2)	4-3, 6-3
Security, plans, and operations	4-14, 6-6a (3), 7-7b (3)	4-4, 6-4, 7-4
Services	4-15, 6-6a (4), 7-7b (5)	4-5, 6-4, 7-4
Central records facility	8-3	8-2
Chief of Staff	4-10	4-3
Civil affairs brigade	2-8	2-2
Civil affairs support	3-21, 10-1	3-8, 10-1
Mission and functions	10-2	10-1
Operational concepts	10-4	10-3
Organization concepts	10-3	10-2
Combat zone	2-13	2-4
Command relationships:		
Area support group	7-3, 7-7	7-1, 7-3
Engineer command	5-11	5-5
Field army	3-3b	3-3
Materiel command	5-37	5-15
Medical command	5-27	5-12
Personnel command	5-5	5-2
TAACOM	6-3	6-1
TASCOM	2-2, 3-3, 4-3	2-1, 3-3, 4-1
Transportation command	5-17	5-7

	Paragraphs	Pages
Communications support	2-5, 7-29	2-2, 7-11
Communications system	3-7	3-4
COMMZ	2-14	2-4
Concept of operations:		
Area support group	7-4	7-1
Civil affairs	10-4	10-3
Engineer command	5-12	5-6
Finance direct support	7-27	7-10
Installation support	7-22	7-9
Maintenance services	7-13	7-7
Materiel command	5-38	5-16
Medical command	5-28	5-12
Military intelligence group	8-2	8-2
Personnel command	5-6	5-3
Personnel services	7-11	7-5
Supply and services	7-19	7-9
TASCOM	4-7	4-2
Transportation command	5-18	5-8
Transportation services	7-16	7-8
Counterintelligence company	8-5	8-3
Crime laboratory services	9-6	9-6
Cryptologistics support	3-19, 7-28	3-8, 7-10
Depot:		
Field	5-38c	5-17
Medical	5-29	5-14
Engineer command:		
Command relationships	5-11	5-5
Mission and functions	5-9	5-4
Operations	5-12	5-6
Organizations	5-10	5-5
RAP	5-14	5-7
Stability operation requirements	5-13	5-7
Engineer service	3-16	3-7
Explosive ordnance disposal	6-11, 7-32	6-8, 7-11
Field army	2-2, 2-3, 3-3b	2-1, 2-1, 3-3
Finance direct support	7-26	7-10
Hospital center	5-31	5-14
Hospitalization and evacuation	5-32	5-14
Installation support:		
Concept of operation	7-22	7-9
Mission and functions	7-21	7-9
International digital network	5-37d	5-16
Logistic readiness office(r)	1-1b, 4-9, 6-6b (6)	1-1, 4-3, 6-6
Maintenance services:		
Concept of operation	7-13	7-7
Maintenance battalion	7-14	7-7
Maintenance company	7-14c	7-7
Mission and functions	7-12	7-6
Organizations and capabilities	7-14	7-7
Transportation aircraft company	7-14d	7-7
Major theater army support command functional organizations	5-1	5-1
Materiel command:		
Command relationships	5-37	5-15
Concept of operation	5-38	5-16
Mission and functions	5-35	5-15
Organization	5-36	5-15
RAP	5-40	5-18
Stability operations requirements	5-40	5-18
Materiel management center	1-1b, 5-38d	1-1, 5-17

	Paragraphs	Pages
Medical command:		
Command relationships	5-27	5-12
Hospital center	5-31	5-14
Hospitalization and evacuation	5-32	5-14
Medical depots	5-29	5-14
Medical groups	5-30	5-14
Mission and functions	5-25	5-11
Operational concepts and functions	5-28	5-12
Organization	5-26	5-11
RAP	5-34	5-15
Stability operations requirements	5-33	5-15
Medical service	3-18, 7-30	3-7, 7-11
Military intelligence group, counterintelligence	2-7	2-2
Concept of operations	8-2	8-1
Control records facility	8-3	8-2
Counterintelligence company	8-5	8-3
Mission and functions	8-1	8-1
Support	3-17, 7-31	3-7, 7-11
Military police support:	7-24	7-10
ASGP	9-1b, 9-3	9-1, 9-2
Personnel command	9-1c, 9-4	9-1, 9-4
TAACOM	9-1a, 9-2, 9-8	9-1, 9-1, 9-6
Missions and functions:		
Area support group	7-1, 7-5	7-1, 7-2
Civil affairs	10-2	10-1
Engineer command	5-9	5-4
Installation support	7-21	7-9
Maintenance services	7-12	7-6
Materiel command	5-35	5-15
Medical command	5-25	5-12
Military intelligence group	8-1	8-1
Personnel command	5-3	5-1
Personnel services	7-10	7-5
Supply and services	7-18	7-8
TAACOM	6-1, 6-4	6-1, 6-2
TASCOM	3-1, 4-1	3-1, 4-1
Transportation command	5-15	5-7
Transportation services	7-15	7-8
Movement control center	5-19	5-9
Organization:		
Area support group	7-2, 7-6	7-1, 7-3
Civil affairs	10-3	10-2
Engineer command	5-10	5-5
Maintenance services	7-14	7-7
Materiel command	5-36	5-15
Medical command	5-26	5-11
Personnel command	5-4	5-1
Supply and services	7-20	7-9
TAACOM	6-2, 6-5	6-1, 6-3
TASCOM	3-2, 4-2	3-1, 4-1
Transportation command	5-16	5-7
Transportation services	7-17	7-8
Personnel command:		
Command relationships	5-5	5-2
Mission and functions	5-3	5-1
Operations	5-6	5-3
Organization	5-4	5-1
RAP	5-8	5-4
Stability operations requirements	5-7	5-4
Personnel services:		
Army band	7-11c	7-6
Chaplain services	7-11a	7-5
Concept of operation	7-11	7-5

	Paragraphs	Pages
Labor services	7-11f	7-6
Law and order	7-11e	7-6
Mission and functions	7-10	7-5
Postal services	7-11b	7-6
Special services	7-11d	7-6
Petroleum:		
Division	5-38d(4)	5-18
Group	5-38c(3)	5-17
Rear area protection	3-22, 5-8, 5-14, 5-24, 5-34, 5-40, 6-12, 7-33	3-8, 5-4, 5-7, 5-11, 5-15, 5-18, 6-9, 7-12
Special missions	5-2	5-1
Special staff:		
Area support group	7-8	7-5
TAACOM	6-6b	6-5
Stability operation requirements:		
Engineer command	5-13	5-7
Materiel command	5-39	5-18
Medical command	5-33	5-15
Personnel command	5-7	5-4
TASCOM	3-19	3-8
Transportation command	5-23	5-11
Stockade and rehabilitation training center	9-5	9-5
Subordinate commands	5-1	5-1
Supply and services:		
Concept of operation	7-19	7-9
Local procurement	7-19c	7-9
Mission and functions	7-18	7-8
Organization and capabilities	7-20	7-9
Property disposal	7-19d	7-9
Service functions	7-19b	7-9
Supply operations	7-19a	7-9
Supply system	3-9	3-4
TAACOM headquarters support activities	6-7—6-12	6-6
TAACOM subordinate units	6-13—6-15	6-9
TASCOM:		
Ammunition service	3-11	3-6
Area responsibility	3-2c	3-2
Assignment	4-4	4-2
CBR, combat service support	3-12	3-6
Civil affairs support	3-21	3-8
Combat service support ADP system	3-14	3-7
Command relationships	3-3, 4-3	3-3, 4-1
Commands	3-4	3-3
Communications system	3-7	3-4
Logistic readiness office	4-9	4-3
Maintenance system	3-10	3-6
Major TASCOM organizations	3-5	3-4
Management	3-13	3-6
Medical service	3-18	3-7
Military intelligence support	3-17	3-7
Mission and functions	3-1, 4-1	3-1, 4-1
Operational concepts	3-4, 4-7	3-3, 4-2
Organization	3-2, 3-5, 4-2	3-1, 3-4, 4-1
Personnel and administrative support	3-8	3-4
Rear area protection	3-22	3-8
Stability operations requirements	3-20	3-8
Staff functions	4-8	4-2
Supply system	3-9	3-4
Troop list	3-6	3-4
Terminal transfer points	5-22	5-11
Theater army	2-2, 2-12	2-1, 2-4

	Paragraphs	Pages
Theater army area command:		
Command relationships	6-3	6-1
Mission and functions	6-1	6-1
Organization	6-2	6-1
Theater army area commands headquarters:		
Mission and functions	6-4	6-2
Organization	6-5	6-3
Responsibilities and duties of TAACOM staff ..	6-6	6-3
Theater army reserve forces	2-10	2-4
Theater of operations	2-1, 2-12	2-1, 2-4
Territorial structure	2-12	2-4
Transport (mode) operations	5-20	5-10
Transportation command:		
Command relationships	5-17	5-7
Mission and functions	5-15	5-7
Operations	5-18	5-8
Organization	5-16	5-7
RAP	5-24	5-11
Stability operations requirements	5-24	5-11
Terminal transfer points	5-22	5-11
Transport (mode) operations	5-20	5-10
Transportation movements	5-19	5-9
Water terminals	5-21	5-10
Transportation movements	5-19	5-9
Transportation services	3-16	3-7
Concept of operation	7-16	7-8
Mission and functions	7-15	7-8
Organization and capabilities	7-17	7-8
US Army Security Agency	2-9	2-3
US Army Strategic Communications Command	2-5, 3-3c, 3-7	2-2, 3-3, 3-3
Water terminals	5-21	5-10



By Order of the Secretary of the Army:

Official:

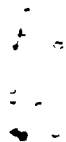
VERNE L. BOWERS,
*Major General, United States Army,
The Adjutant General.*

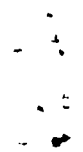
W. C. WESTMORELAND,
*General, United States Army,
Chief of Staff.*

Distribution:

To be distributed in accordance with DA Form 12-11 requirements for the Field Army Support Command.







3000021449

